



# “Can We Just Put The Old One Back?”

*Sustaining a Consumer-Focused Content Strategy*

**Jeff Stewart**, VP Strategic Marketing, CHRISTUS Health



# Outline

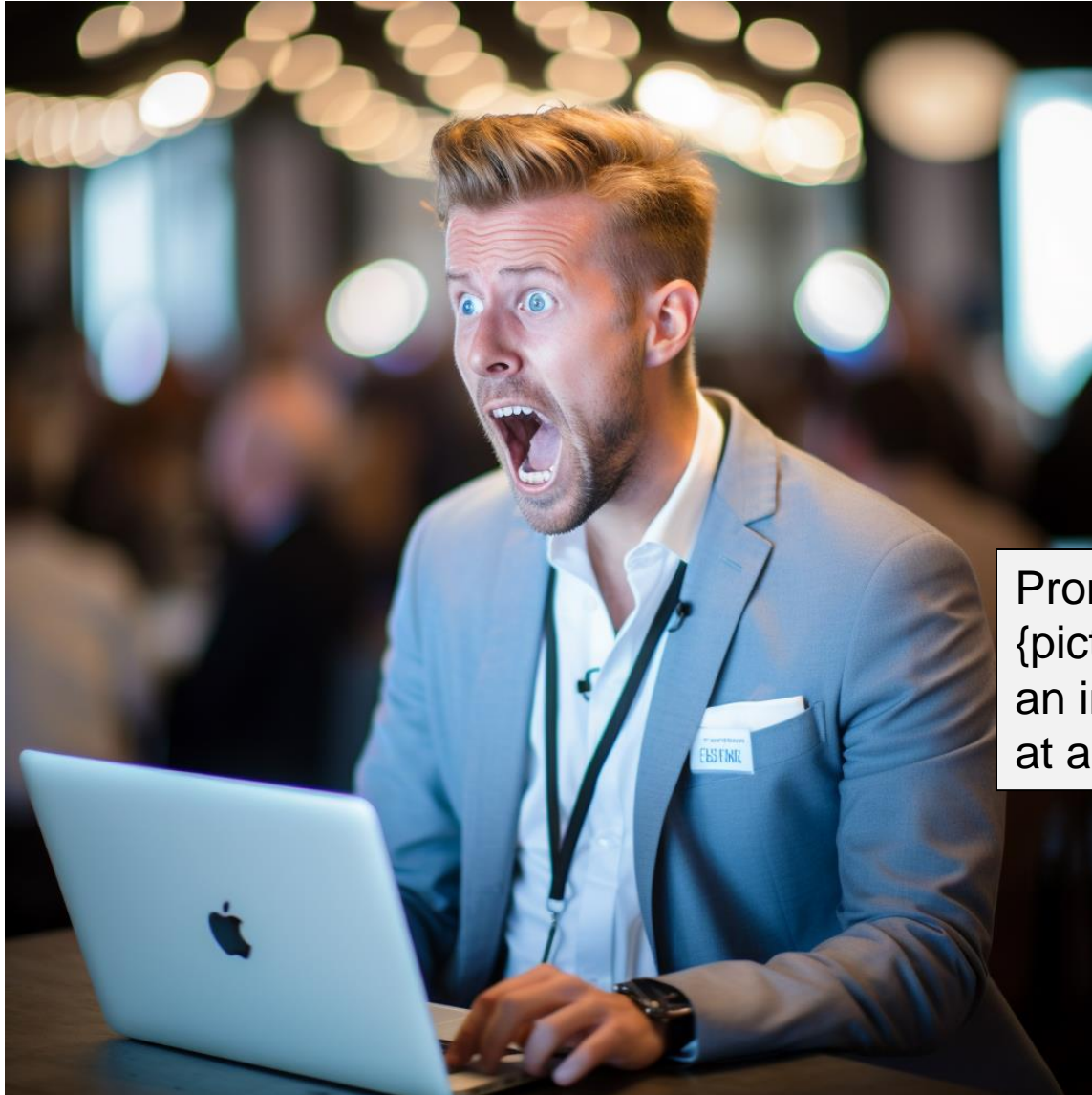
This session shares how CHRISTUS Health built a consumer-focused website and shifted the significant burden of organizational complexity rightward and created streamlined patient access pathways.

More importantly, it focuses on strategies to overcome a sustained onslaught of negative physician and administration feedback and vigorously defend a consumer-focused content strategy.

## ■ Learning Outcomes:

1. Articulate digital strategies in the face of difficult stakeholder feedback
2. Communicate the benefits of maintaining a consumer focus
3. Organize work and teams to embed digital expertise

# Imagery In This Presentation



Prompt:

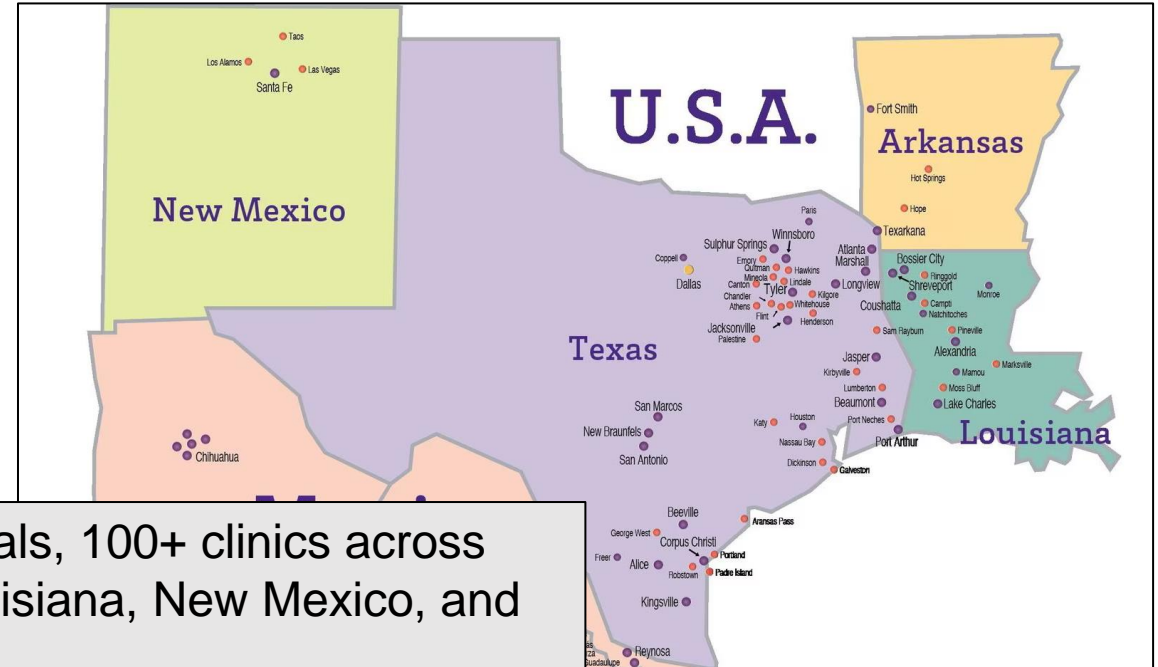
{picture of me} this guy selecting stock imagery for an important presentation to healthcare marketers at a conference

# About CHRISTUS Health in the United States

- 11 health systems
  - 26,000 Associates
  - 1,400+ employed providers
  - 12,000+ medical staff providers



Prompt:  
CHRISTUS Health



# CHRISTUS' Digital Front Door

Our vision is a superior and simple digital experience with convenient, easy-to-navigate, and reliable access to care online.

Our goal is to simplify how consumers access CHRISTUS, be present where consumers expect us, direct them to the right point of care, and build consumer loyalty by providing an exceptional experience.



## Accessible

Convenient, coordinated, available when needed, and delivered in the appropriate setting.



## Reliable

Results in the desired outcome, delivered in a safe, high quality, consistent way.



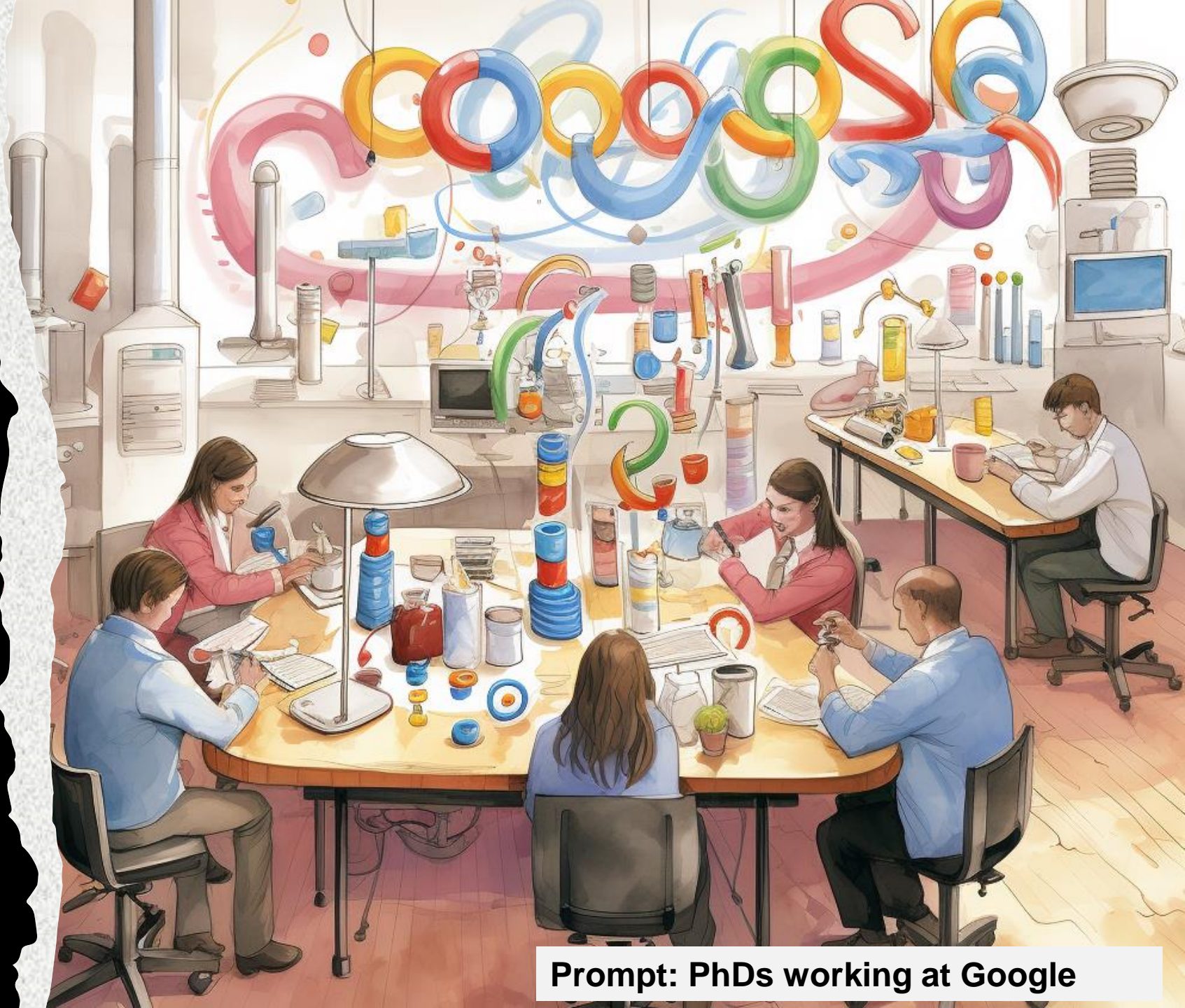
## Personal

Customized, connected, and delivered in a respectful and collaborative manner.

# 5481

PhDs work at Google (2021)

And none of  
them can find  
our content.



Prompt: PhDs working at Google

# Unbranded Search Results

**Primary care:**  
8,407 impressions  
19.76 avg rank

**Gastroenterologist:**  
1,841 impressions  
4.09 rank\*

**Cardiology/heart:**  
Zero

**Cancer/Oncology:**  
Zero

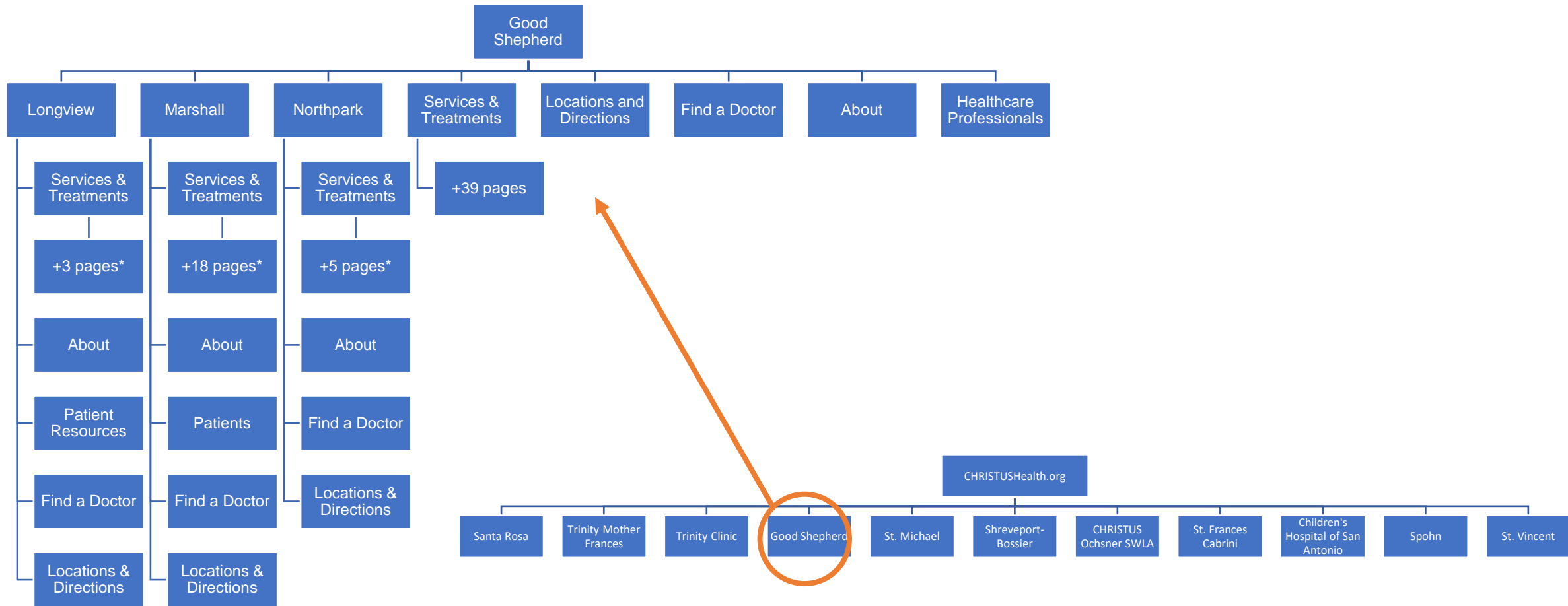
**Orthopedics:**  
Zero

**Surgery:**  
Zero

\*included city where service offered, i.e., “gastroenterologist longview, tx”

2.6m total impressions, May 17, 2021 – October 31, 2021, Google Search Console

# Microsite Architecture





# Internal Stakeholder Feedback

- “Your chore is to make us look better than we are. We are not at the MD Anderson level. So that’s the challenge – how do we use this technology to be more multi-disciplinary?”
- “We want users to understand services we provide or physicians we’re affiliated with”
- “It’s a very sophisticated heart program here. We have the Louis and Peaches dedicated hospital – attached to our main hospital but it’s definitely distinct.”
- “How does this website make people feel like they’re joining CHRISTUS for their healthcare needs vs. seeing a GYN for just their checkup? You’re joining CHRISTUS and therefore you’re a part of the CHRISTUS network with CHRISTUS doctors “
- “We have ministries or markets that are a bit different but are probably really alike as well.”
- “There are way too many pages, way too much information (on the current site) – it increases the likelihood of things becoming old, stale and uninteresting.”
- “The website is unnecessary. It’s a modern-day phone book. Never as real time as it needs to be”.

# Our Priorities: Rearchitecting for Consumer Needs

- January 2021 Approval --> June 2022 Launch
  - New visual design
    - Modern, clean, and user friendly
    - Create new set of brand guidelines
  - Service line focused information architecture
    - Focus on CHRISTUS Health
    - Showcase strength and size of CHRISTUS
  - Central, automated source for provider data
    - Aggregate 26 medical staff directories
    - Daily update from source systems

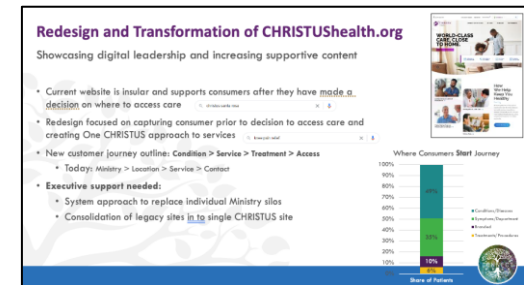
# Communication Strategy

- Focus on shared goal of growth
- Demonstrate experience and knowledge
- Top-down support

Q3 2021 CEO Cabinet

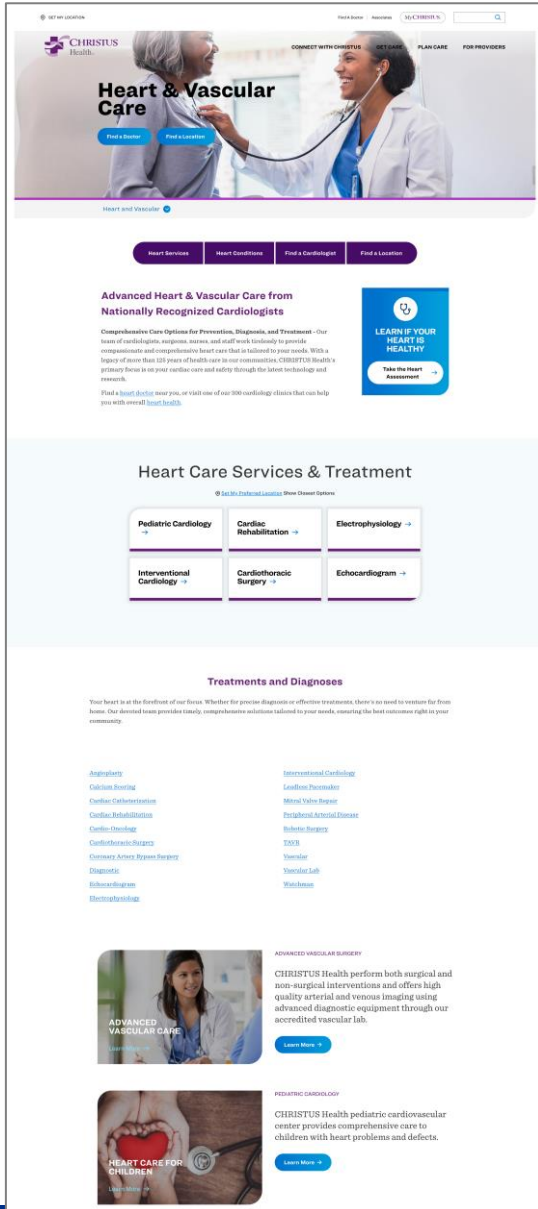
Q4 2021 EVP Roadshow

Q1 2022 Ministry and physician leadership



*Make a case so clear and compelling everyone wants to be part of it*

# Doing the Work



Agency  
 UI Design  
 UX Research  
 Service Line Architecture

Digital Team  
 Data transfer  
 Content creation  
 Taxonomy & tagging

IT & Digital  
 Data integration  
 API set-up

Marketing Team  
 Local services data  
 Physician data QA



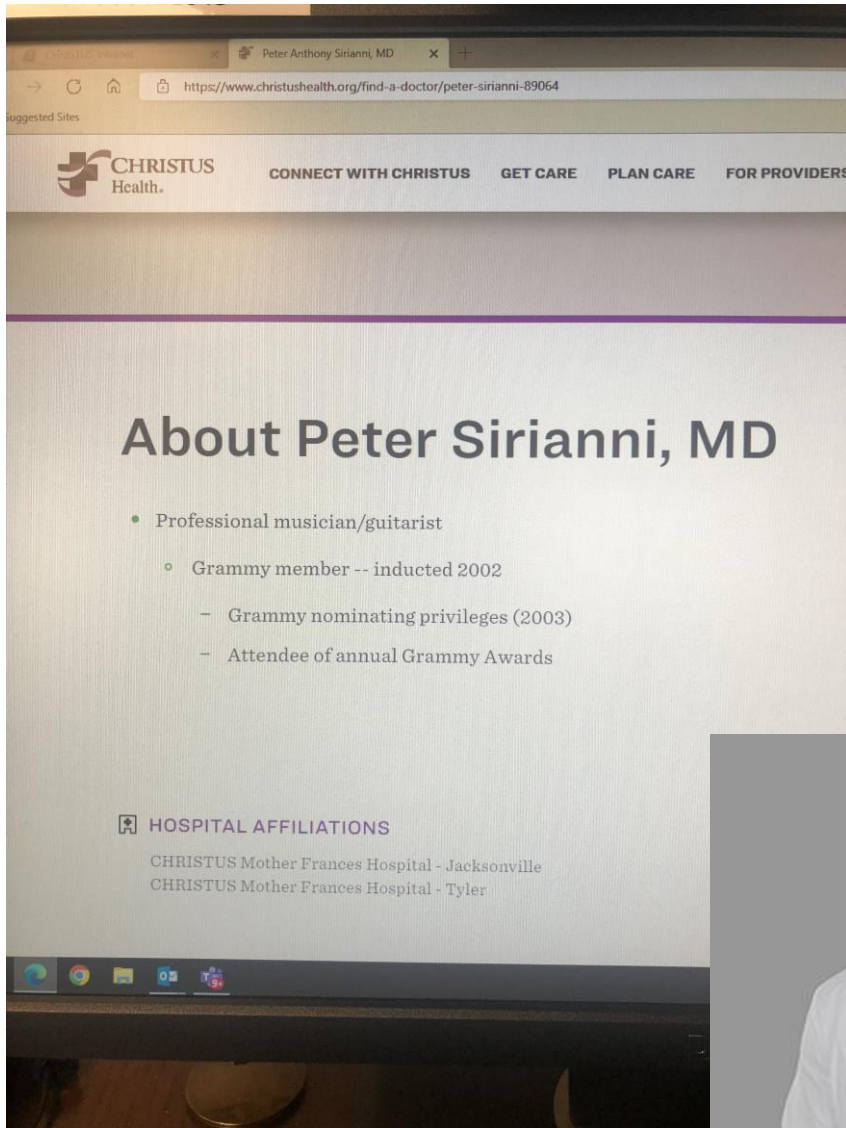
# Launch Day!



Prompt:

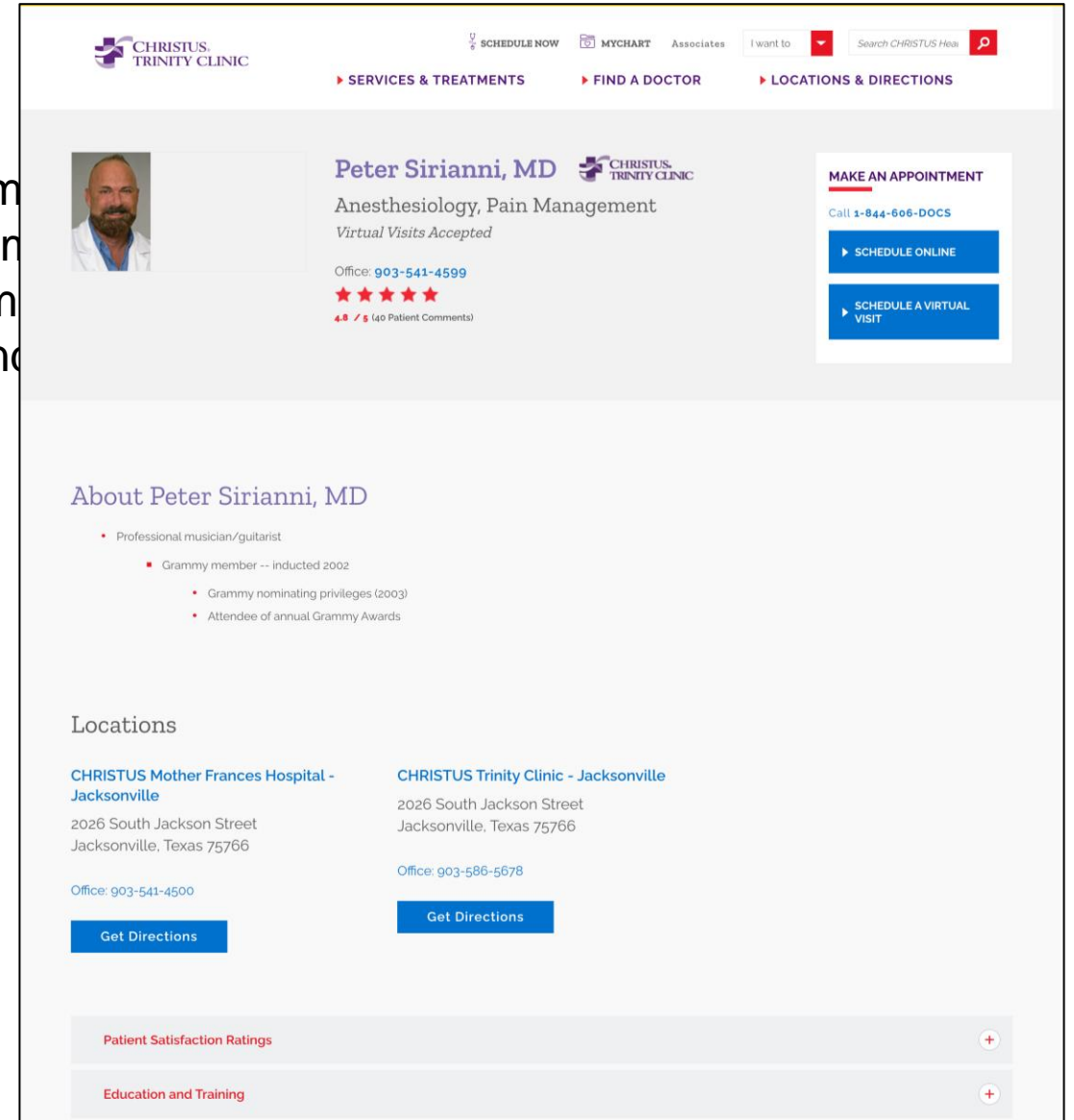
Doctors in Texas, Louisiana, and New Mexico celebrating the launch of a successful health care provider website with awesome marketers

# Trouble Starts

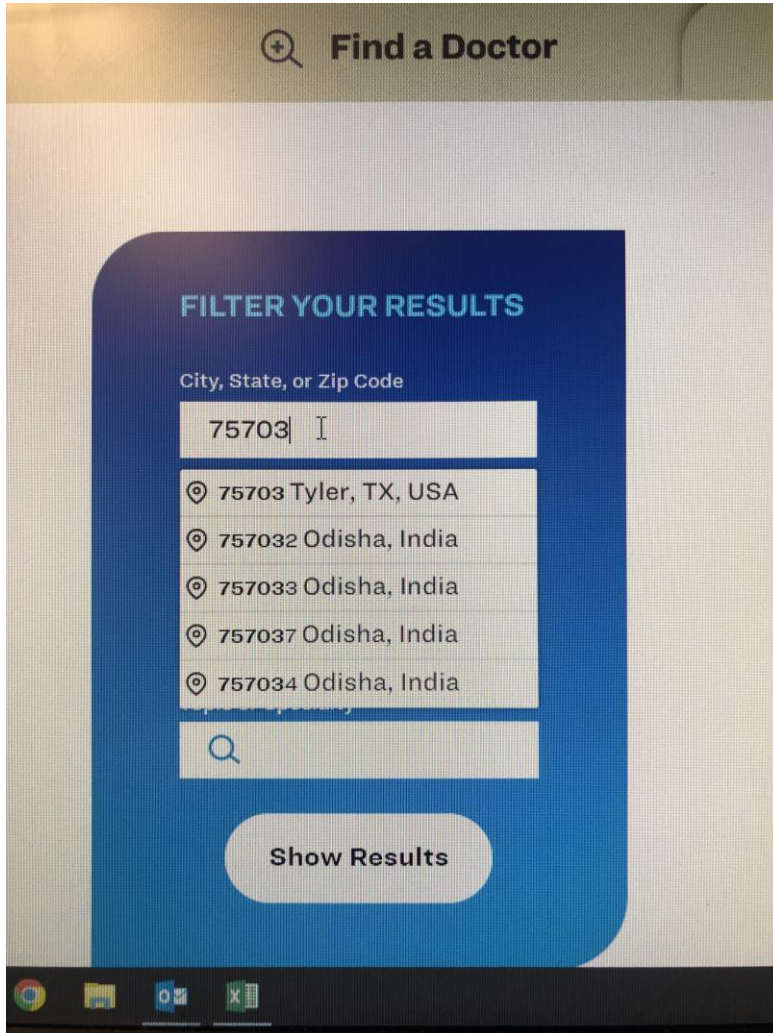


## Published Bio:

- Professional musician/guitarist
- Grammy member -- inducted 2002
  - Grammy nominating privileges (2003)
  - Attendee of annual Grammy Awards



# Trouble Doubles



Konichiwa.

If there is not a website that meets my requirements by opening of the new cancer center, I will have one ready to drop in place immediately. You are my favorite marketing person, but this is an epic corporate foul up. As I mentioned, I don't want any calling some 800 or 877 number and talking to somebody who doesn't know us. Calls should go directly to the new cancer center and then transferred to a real human being who can schedule, answer questions, etc. It needs thorough and compelling information on the background and training of the surgical oncology group. So, I'm cutting you lots of slack, but I am also preparing for our own site if another half-baked product is released by the corporate incompetents.

Arigatogozaimashita

”epic corporate  
foul up”

“half-baked  
product...released  
by the corporate  
incompetents”

# Relieving Pressure

- Weekly emails to local leadership
  - Deployment updates
  - Progress on data updates
  - New content created or updated
- Monthly email to executive team
  - Performance & progress
  - Organic search performance
  - Progress on open tickets
  - Major deployment notes

## Communicating Through Adversity:

- Be accountable
- Demonstrate progress
- Focus on shared goals
- Show expertise
- Provide shareable information

## Leading Through Adversity:

- Be available
- Actively listen & show empathy
- Communicate action





**Prompt: marketers relax and smile after a long day at work --ar 16:9**

# Making Progress


Organic search improvement

Updating physician data



August 16th, 2022 Print/Save as PDF

## CHRISTUS Health Partners with Kyruus to Streamline Provider Data Management Across Health System and Health Plan



*Texas-based Organization Will Leverage Kyruus' Solutions and Professional Services to Create a Centralized Provider Directory Benefiting Patients, Members, and Internal Teams*

**BOSTON, MA – August 16, 2022 - Kyruus**, the leader in provider data management, search, and scheduling solutions for healthcare organizations, today announced **CHRISTUS Health**, a faith-based, not-for-profit health system headquartered in Irving, Texas, will use **KyruusOne**, the company's award-winning provider data management platform, to create a modern digital directory to showcase the

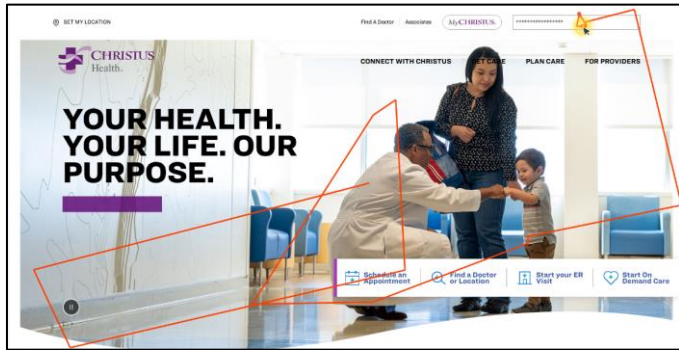
Top queries	Clicks	Impressions	CTR	Avg Rank
what does a cardiologist do on your first visit	234	3177	7.37%	1.27
first cardiologist appointment	173	406	42.61%	1.71
what to expect at a cardiologist appointment	157	434	36.18%	1.53
what does a cardiologist do	140	6621	2.11%	8.84

Query	Clicks	Impressions	CTR	Avg Ranking
Broken thumb	918	19,399	4.73%	5.26

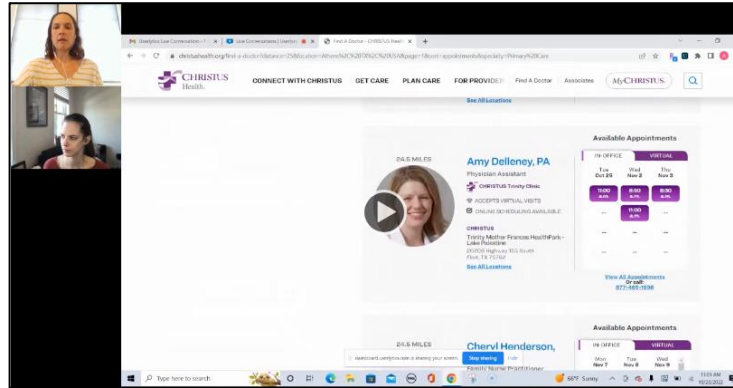
The screenshot shows a Google search for "broken thumb". The top result is from Christus Health, titled "What to Expect if You Have a Broken Thumb?". The snippet includes the text: "A broken finger or thumb usually heals within 6 to 8 weeks, but it can take longer. It may be 3 to 4 months before full strength returns to your hand. Once it's healed, use your finger or thumb as normal. Moving it will stop it getting stiff. Your doctor may be able to give you some gentle hand exercises." Below the snippet, there is a "People also ask" section with questions like "How would you know if you have broken your thumb?" and "Can you still bend your thumb if it's broken?". A red box highlights the URL and title of the top result: <https://www.christushealth.org/connect/your-health> and "What to Expect if You Have a Broken Thumb?".



# Voice of the Patient: Website Improvement



Mouse and scroll-tracking of actual users provides visualization on utility of site features and identifies frustration points.



Moderated video sessions with users allows for qualitative analysis of existing and proposed features.



Interactive feedback widgets allow site users to provide ratings and comments on site pages.

# Bubbling Trouble

- Tension with local teams
  - +4 months – Zoom meeting ‘Can we just put the old one back?’
  - +6 months – email on Dec. 27<sup>th</sup> to executive team ‘

Sat with CEO for 4+ hours – identified content loop  
Dedicated agency resources

- Dedicate deep time
- Demonstrate progress
- Update regularly

Weekly meeting and status document

## Active monitoring and reporting

**Insights**

- Overall Performance: 22 keywords improved
  - Performance is still trending in the right direction post-launch
  - Page 1 Performance: 41 Keywords
  - 3 moved onto page one (Ex: pediatric oncologist, Pos 6 from 15)
  - 4 moved off page one (Ex: pediatric craniofacial surgeon, Pos 12 from 9)
- Clinic Pages Performance: 8 Keywords
  - Improved mainly from the Pediatric Primary Care Clinic page ranking for 3 keywords
  - CHRISTUS now ranks in *position 1* for map pack AND local organic result for “pediatric primary care”

**Keyword Highlights**

The following keywords improved from the initial performance observed 2 weeks ago

- Pediatric pulmonology: pos 46 to 11
- Pediatric oncologist: pos 15 to 6
- Pediatric surgery: pos 11 to 7
- Pediatric care: pos 8 to 5
- Pediatric infectious disease doctor: pos 19 to 17
- Pediatric clinic: pos 5 to 3

# Fundamental Tension



**Prompt: a tug of war between doctors and website users set inside of a doctor's office --ar 16:9**

# Overcoming the Tension



Website & Marketing Updates

CEO Cabinet | Jan 2023



CEO Cabinet  
+7 months

Ministry Administration  
+9 months

### Redesigned Website

OneCHRISTUS for All Consumers

- ✓ Launched June 7, 2022
- ✓ Increase Search Engine Visibility
- ✓ Make it easy for patients and clinicians, local and national
- ✓ Create engaging content for patients and clinicians

### Finding New Audiences in Search

Global & Local Search Growth

National search presence and new service line audiences

Search Query	Pre-Launch	Post-Launch	Difference
Urgent care (near me)	224,315	1,241,183	4.5x
Gastric bypass (surgery)	-	578,580	∞ x
Hospital(s) near me	48,731	243,119	4x
Pediatrician near me	14,563	85,963	5x
Cardiologist near me	19,363	95,891	4x

Local examples of page 1 rankings:

- San Antonio: Cardiologist, Oncologist
- San Antonio: Pediatric Orthopedics, ER wait times near me
- Tyler: Family practice near me, Heart and vascular

### Clinician Data Governance

Building a Single Record

15

CHRISTUS Health

Physician leadership  
Kyruus project  
Digital one-on-one meetings



# Integrating Consumer Thinking & Digital Competencies

May 2023

- Reorganized the department from Ministry marketing focus to service line marketing focus
- Added digital support and relocated teams

## Greater Marketing Support for Ministries



### A dedicated team of service line marketing directors

- Advance priority service line goals across the system and coordinate messaging across regions
- Create customized service line strategies and tactics that advance patient acquisition and retention
- Absorb service line responsibilities from current MMLs



### A single creative services team

- Create singular point of contact for all design needs across CHRISTUS and all audiences
- Build more internal creative core competencies
- Advance the ONE CHRISTUS brand more effectively
- Create consistencies and efficiencies across internal and external creative work



### Regionalized ministry support of marketing activities

- Regional director and specialist team available for events and local needs
- Single point-of-contact for all ministry needs increases efficiency for Ministry and streamlines requests
- Centralized budget control and service line campaigns reduce planning burden on regional teams



### Digital support and expertise

- Service line strategy supports current successful digital initiatives
- Increased digital marketing campaign coordination
- Promotes continued importance of digital patient journey

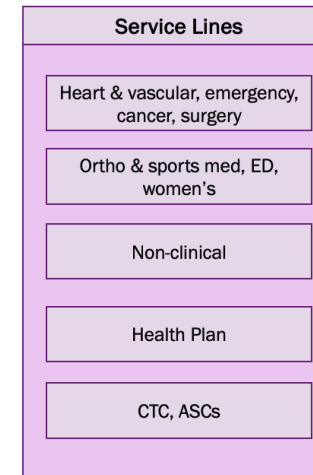
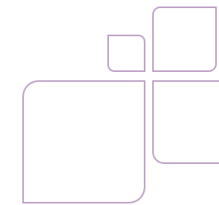


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## Service Line Marketing

Service line directors are focused on developing the service line marketing model and building the framework and process. As those services lines mature, additional service line responsibilities are expanded to allow focus and accelerate growth across all complex ministry offerings.

Major service line coverage highlighted per director. Additional services lines assigned as needed.



**Matrix Project Leadership**  
Major ministry projects are led by service line marketing director and supported through regional, CTC, digital, and creative resources



4

# Where We Are Now

- New provider finder experience
  - Answering the largest concern of consumers and clinicians alike
  - New data source and consistent results in all channels
- Steady, strategic improvements
  - Cardiology, primary care, pediatrics, orthopedics, bariatrics
  - Service line content improvements with integrated clinician quotes

**5%**

Increase  
Organic Sessions  
July v June

**48%**

Increase  
Organic Sessions  
July 23 v July 22

**16%**

Increase  
Page 1 Terms  
July 23 v June 23



# Summary

- Know your consumer & know your goals
- Get executive support
- Communicate frequently
- Respond rapidly
- Report frequently



# Questions?

Please be sure to complete the session evaluation!



# Speaker Biography(s)

- Jeff Stewart, VP Strategic Marketing, CHRISTUS Health
- Jeff leads all marketing efforts across the U.S. for CHRISTUS. He is focused on elevating and growing the CHRISTUS Health brand through meaningful digital experiences for consumers, candidates, and members. Jeff's background also includes digital, marketing, and communication roles at VITAS Healthcare and TriHealth.

Jeff has an MBA from Xavier University, a master's in management information systems from the University of Cincinnati and has been an adjunct professor in Informatics and Technology in Healthcare at the Good Samaritan College of Nursing and Health Sciences for over ten years. He also serves on the board for the DFW Alliance for Healthcare Innovation. Jeff lives in Dallas, Texas with his wife and four boys.

