

# The Other side of Patient Acquisition: Driving Patients with B2B and Provider Engagement Strategies



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# Session Outline

**Many health systems look at acquisition through the lens of “direct to consumer” strategies and a myriad of marketing channels and tactics.**

In this session, leading healthcare experts will dive into new and innovative ways that health systems can drive patient volume – and revenue – through B2B and provider channels. Including a deep dive review of strategies ranging from direct company contracts, bundled care programs and physician/provider engagement hubs.

## Learning Objectives

1. Learn strategies of how to create new channels for patient acquisition using emerging technologies and solutions.
2. Build a plan on how to develop these concepts, who to partner with and how to resource these initiatives for success.
3. Deep dive review of key topics like marketing automation, care coordinators and care automation.



# Agenda

- The Current Landscape Review
- The Importance of the Business-to-Business Channel
  - Employer and Provider Engagement Strategies
  - Real life examples and case studies
- Building a Plan for Success
- Conclusion and Key Takeaways
- Open Q&A and Discussion



# The Current Landscape Review

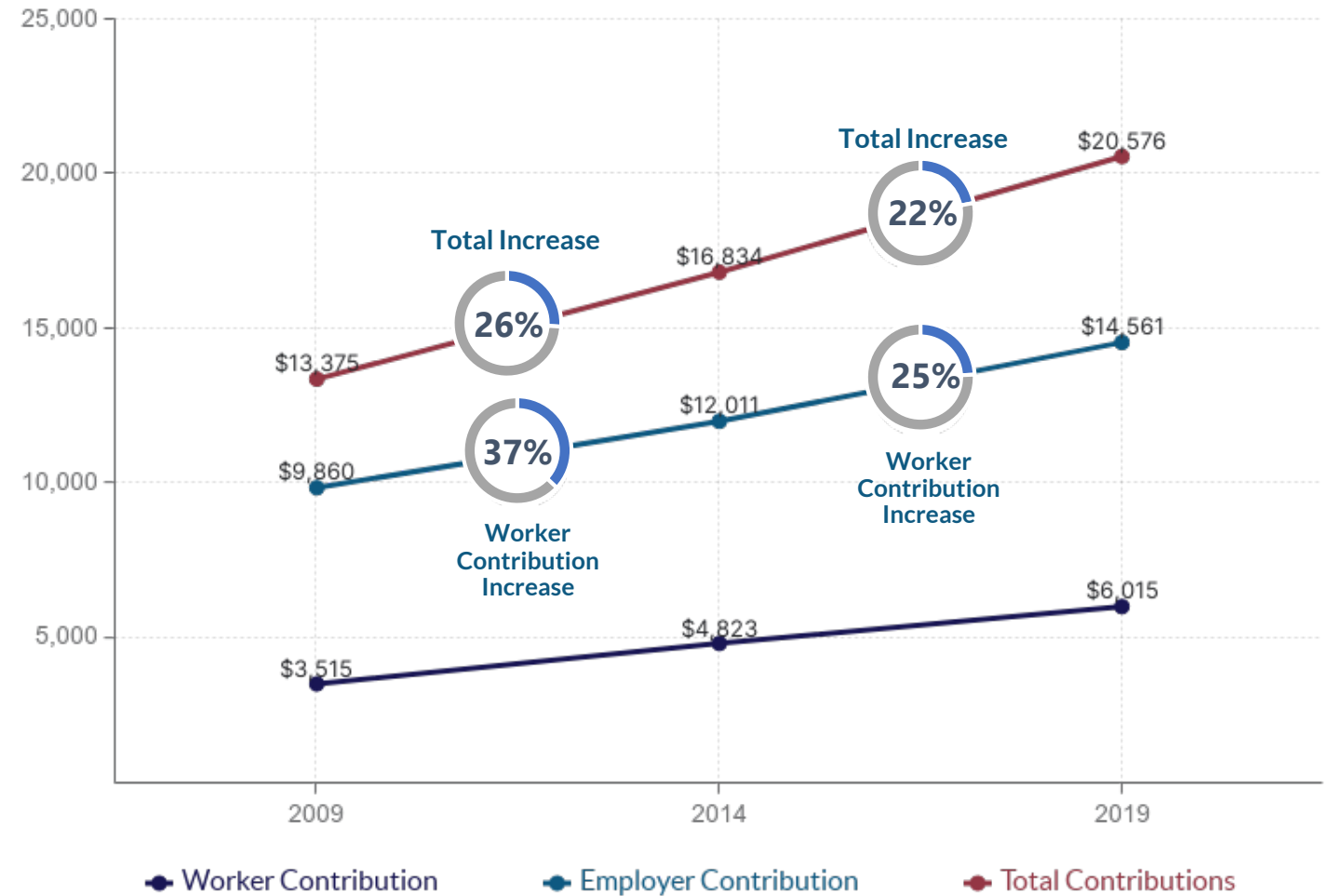
A healthcare professional in a white lab coat is holding a tablet and talking to a patient in a hospital hallway. The professional is looking at the tablet and speaking to the patient. The patient is looking at the professional. The background shows a bright, modern hospital hallway with large windows and a glass door.

**Health care  
is wasteful.**

**We're spending  
more without  
getting more.**

# Premiums Are Increasing.

The chart shows the average annual worker and employer premium contributions and total premiums for family coverage for 2009, 2014 and 2019.



Source: KFF Employer Health Benefits Survey, 2019; Kaiser/HRET Survey of Employer Sponsored Health Benefits, 2009 and 2014.



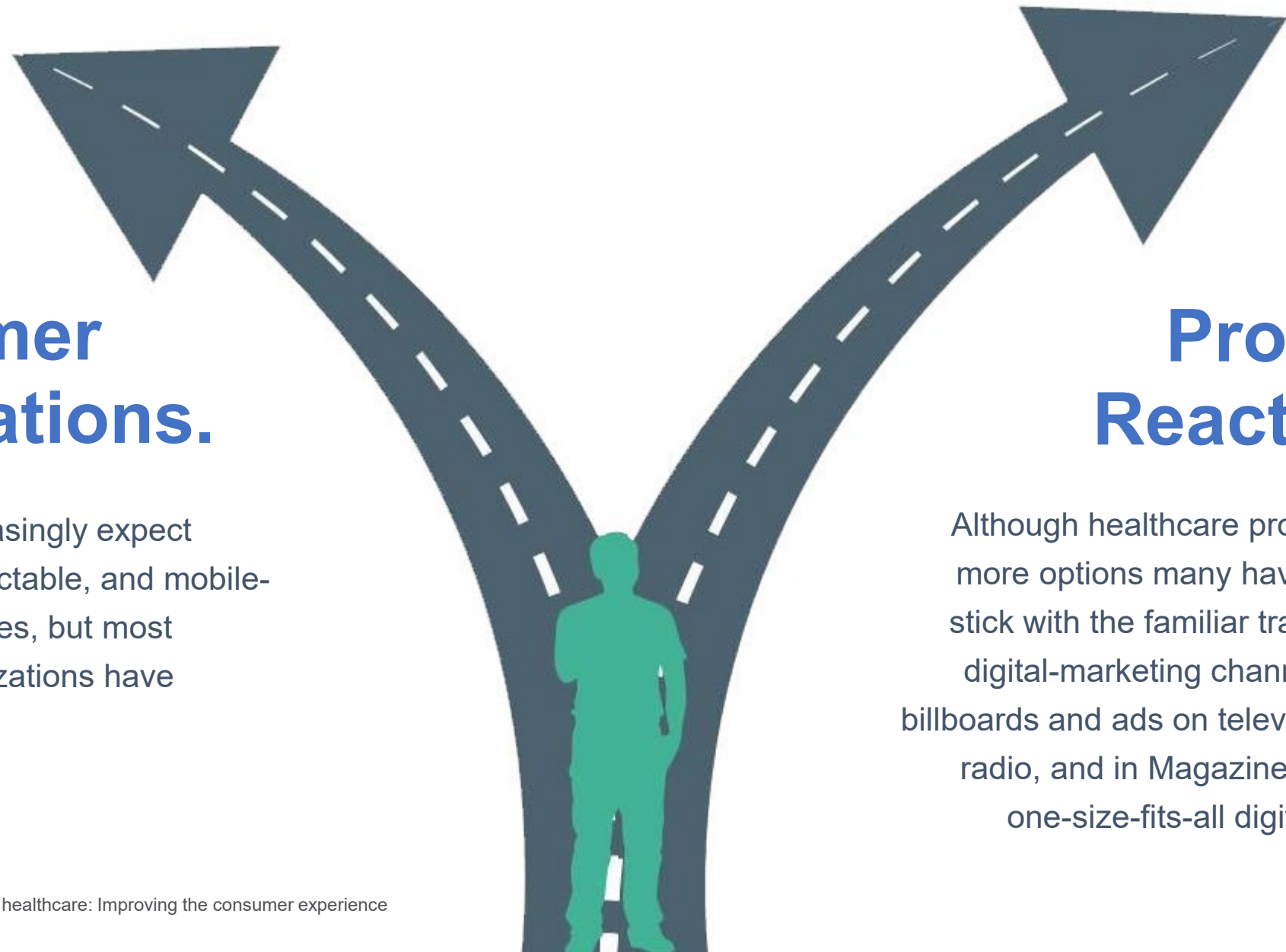
# Consumer Expectations.

Consumers increasingly expect transparent, predictable, and mobile-friendly experiences, but most healthcare organizations have failed to keep up.

Source: McKinsey, Marketing in healthcare: Improving the consumer experience

# Provider Reactions.

Although healthcare providers have more options many have chosen to stick with the familiar traditional and digital-marketing channels such as billboards and ads on television, on the radio, and in Magazines and with a one-size-fits-all digital presence





## Tension between the Payer and the Purchaser is real

Over the last two years, **62% of the 1,500-plus patients surveyed say treatment has been delayed** because of their insurance provider, a trend that caused many of these patients to reportedly become sicker.

While **54% of patients have had difficulty affording their insurance**, commercial insurers are earning record-high profits.

Source: Morning Consult & American Hospital Association





# The Employer Movement Has Begun

Employers were seeking something more, **something different.**

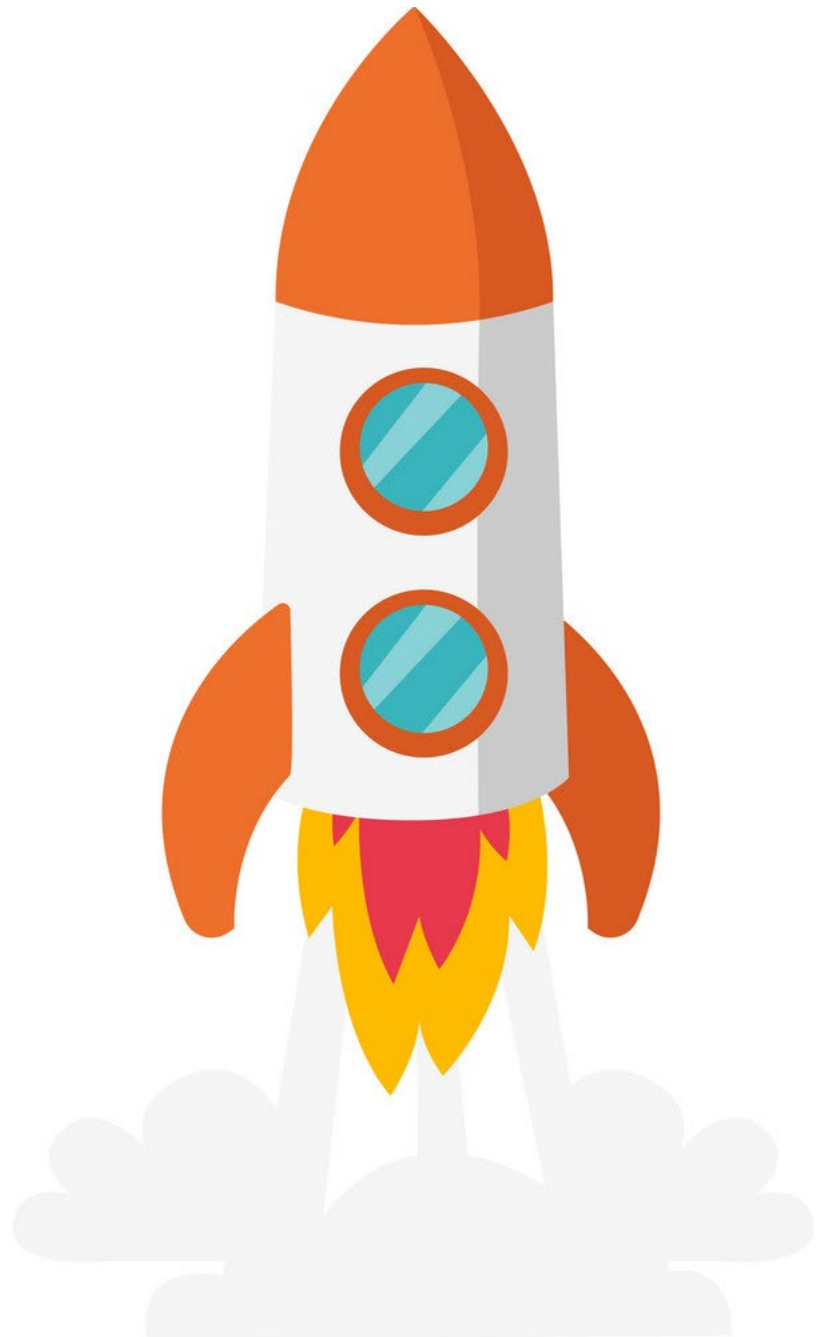
One employer came to us seeking better solutions and care for his employees.



He wanted **more than payment reform.**



He wanted a **direct relationship** with providers that would **improve the quality** of care his employees received.



# Costs and Expectations are **Sky Rocketing**

- Cost of Care is Increasing
- Patient Expectations are Increasing
- Employer Expectations are Increasing
- And Payers are not Part of the Solution



# The Importance of the Business-to-Business Channel

# There IS Another Way

Rather than leaning harder into the historical direct-to-consumer strategies we can look to newer more innovative B2B partnerships.

- Engage with ALL stakeholders
- Create win-win situations for patients, employers and your health system
- All while removing the tension created by payers





# The Solution In Retrospect: New Programs + a Pandemic

Together we went on a journey to launch our commercial bundles program, **MyHealth Bundles**.



Pilot launched  
**January 2020**

Simultaneously, we aggregated all the **solutions employers need** into **one** strategic umbrella.



**The goal:** To make it easier for employers to coordinate care from C-suites to the front lines with Vanderbilt Health.

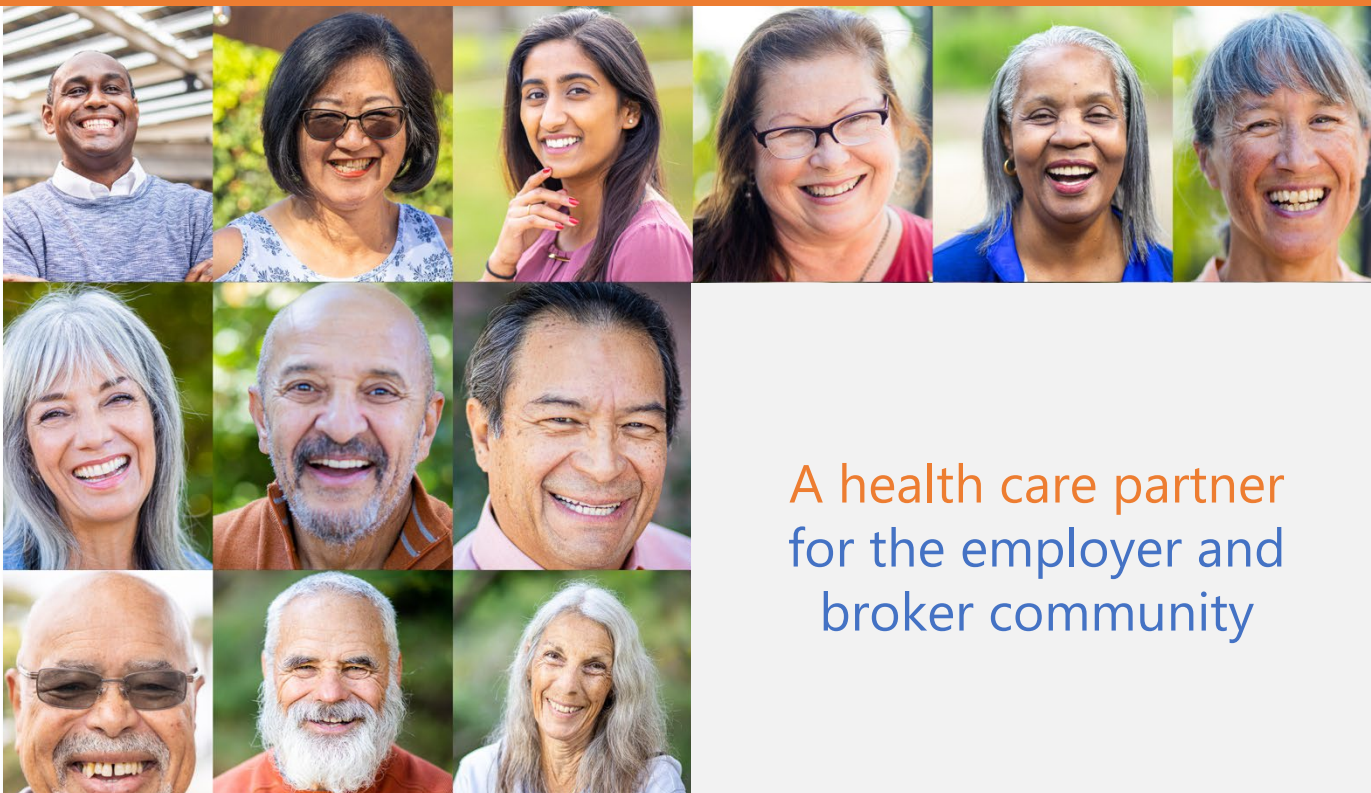


Vanderbilt Health Employer Solutions debuted in **Spring 2020**



# Vanderbilt Health Employer Solutions

Vanderbilt University Medical Center knows how the rising cost of benefits affects employers and what it takes to successfully manage the health needs of a large and diverse employee population.



A health care partner for the employer and broker community



# Purpose: Lower the Cost of Care and Improve Quality

**Our direct-to-employer approach is innovative and holistic for the employer, provider and the patient.**

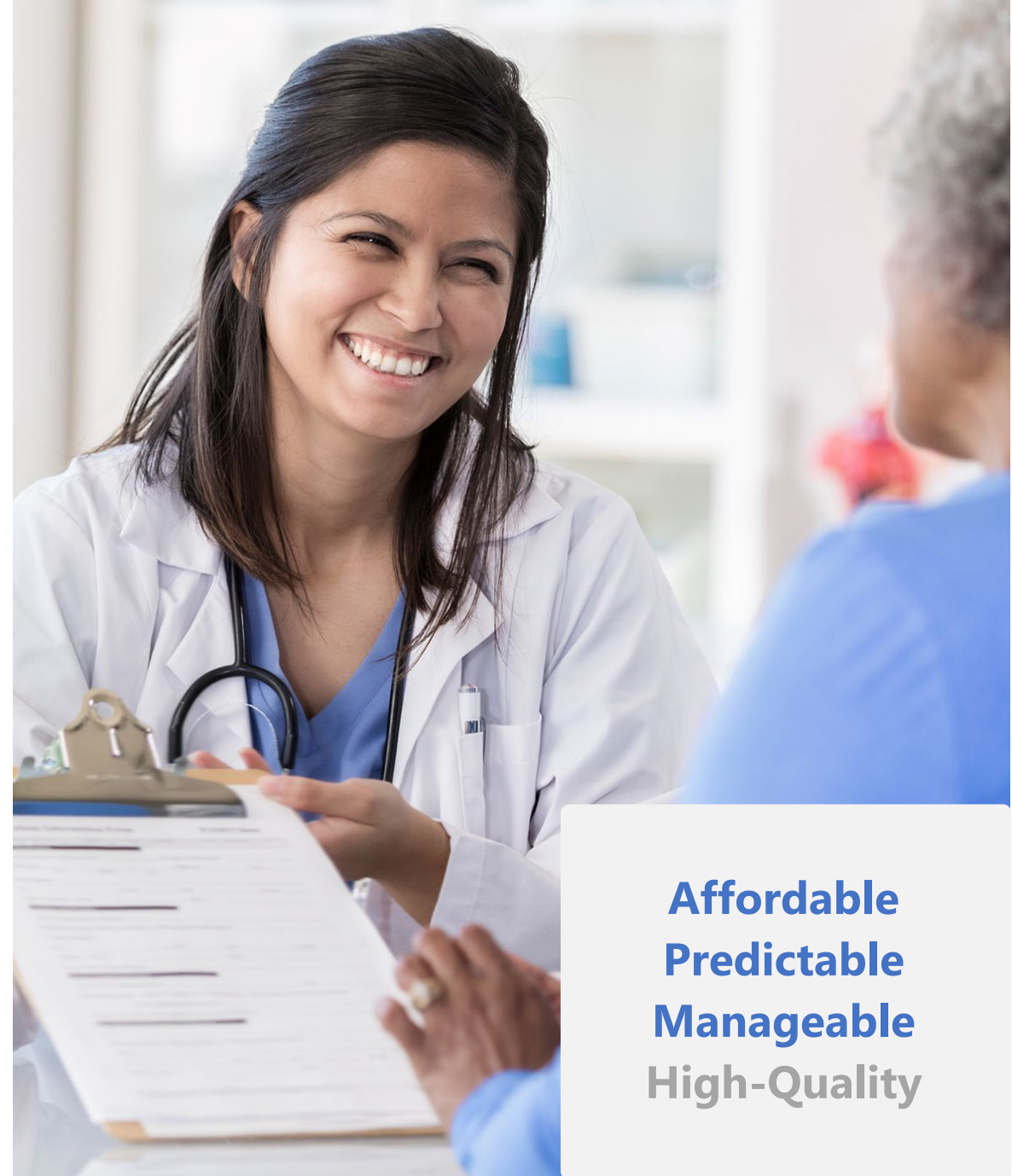
It ensures care is more affordable, predictable and easier to manage—all while employees receive the high-quality care they want and deserve.



After enhancing their benefits package with Employer Solutions, one client's medical trend **lowered from 6.6% to 3.9%**.



One client experienced a **\$350K cost savings** in year one after implementing one of our value-based care programs.



**Affordable**  
**Predictable**  
**Manageable**  
**High-Quality**



# Employer Solutions Offerings



MyHealth Bundles



Vanderbilt Total Health



Corporate Clinics



Executive Health and Wellness



Network Solutions



Workers' Compensation



# Employer Solutions Bundles



## MyMaternity Health

Prenatal and postnatal care



## MyHearing Health

Cochlear Implant Surgery



## MySpine Health

Spine Surgery



## MyOrtho Health

Osteoarthritis, Hip and Knee Surgery, and Shoulder Pain



## MyWeightLoss Health

Medical and Surgical Weight Loss



## MyUrology Health

Kidney Stone Treatment



## MyRecovery Health

Substance Use Disorder

# Through the Power of Personalization.

## The Bundles Programs Achieved Well Above Benchmark.

From Name: Vanderbilt Health  
 From Address: vumcbundles@ma.vumc.org  
 Reply-to: bundles@vumc.org  
 Subject: Checking In - MyMaternityHealth

VANDERBILT HEALTH

Patient,

It's Flavia again from Vanderbilt Health managing the Vanderbilt Health system when you are ready to schedule your appointments between visits, and ensure your active participation within the MyMaternityHealth program.

From time to time, I'll be checking in with you to share resources and articles. Many Nashville-area pregnancy journeys.

With growing concerns about the impact of COVID-19 on pregnancy, we detail the measures we are taking, especially during prenatal visits and delivery.

In addition, [here you can download the "What I Wish I Knew" guide](#) for Nashville-area moms and Vanderbilt Health.

I think you'll find this resource helpful for your family.

In the meantime, if you have any questions and facilities, please feel free to contact us.

In good health,

**Flavia Atkins**  
 Patient Navigator  
 Vanderbilt Health  
 (615) 928-5262

- A Lead generation tactics** driving traffic to the gated asset landing page. These tactics are determined by the digital marketing plan as well as any current initiatives.
- B Index Landing Page:** This landing page will invite users to download the "What I wish I knew: A pregnancy guide from moms who have been there" guide or the "What I wish I knew: A pregnancy guide for partners and loved ones" guide.
- 1a Awareness— Thank You:** This is an immediate send thank you email for downloading the "mom's" guide, a link to the guide and an additional call-out to the "Introducing MyMaternityHealth" page.
- 1b Awareness— Thank You:** This is an immediate send thank you email for downloading the "loved ones" guide, a link to the guide and an additional call-out to the "Introducing MyMaternityHealth" page.
- C MyMaternity Bundle Landing Page:** This landing page invites users to register to learn more about MyHealth maternity bundles. Users who opt to receive women's health and pregnancy content via check box will be entered into the stream.
- 1c Awareness— Thank You:** This is an immediate send thank you email for signing up to receive women's health content, featuring the "What I Wish I Knew" moms guide (ungated).
- 2 Awareness:** This email will feature "The first trimester" article and "MyHealth Frequently Asked Questions" page with the call to action to contact a Patient Navigator.
- 3 Interest/Engage:** This email will feature the "Overcoming early pregnancy jitters" blog post and "Eating well during pregnancy" video with a reminder to visit the "Introducing MyMaternityHealth" page.
- 4 Desire/Action:** This email will feature the "Pregnancy care and delivery" page with additional call-outs to action to contact a Patient Navigator and "Schedule an appointment."

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**Submit Patient Information Here:**

First Name: \*

Last Name: \*

Email Address: \*

Zip Code: \*

Where Are You Employed?:

Phone Number:

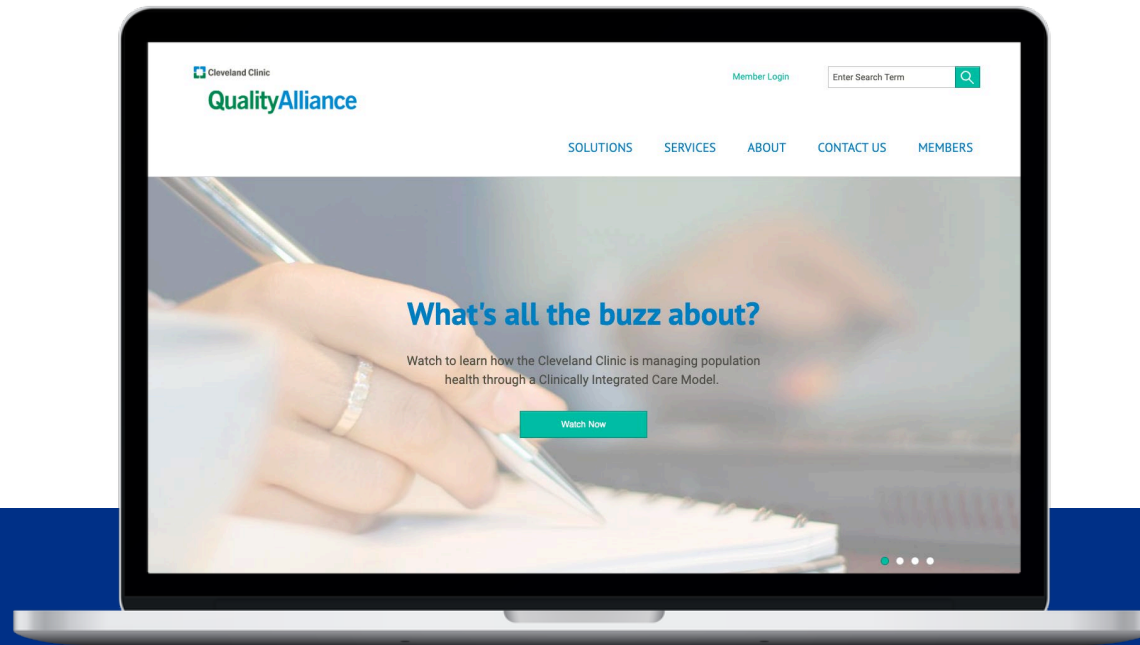
Patient Status \*

Please complete this form during your telephone conversations.

This information will determine which path the patient will take on their journey.

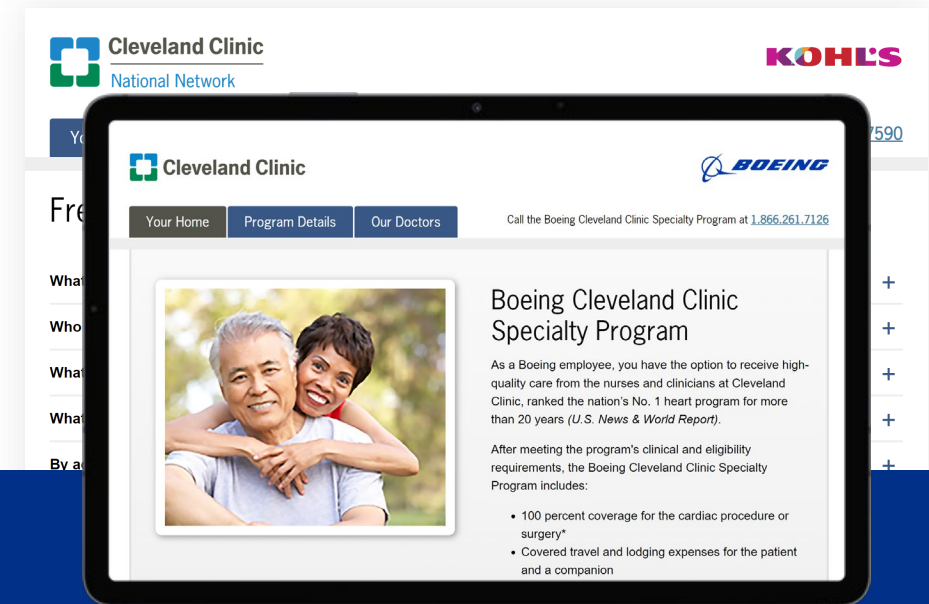
# Ensure the Provider is Part of the Discussion.

## How the Cleveland Clinic has Leveraged B2B to Drive Engagement.



### QUALITY ALLIANCE

The Quality Alliance offers solutions that are designed to address the ever-changing needs of managing population health. Our solutions align with clinical integration, and they focus on transformation from the traditional fee-for-service model to a value-based model which is central to quality and affordable care.



### DIRECT COMPANY CONTRACTS

Direct company contracts with larger employers to offer deals to bundle the prices for certain services lines. Contracting with large organizations like Boeing, Lowes, Walmart and more.



# Building a Plan for Success



# To Effectively Build a Plan of Action.

Let's both look at how we got here. And where we are heading.



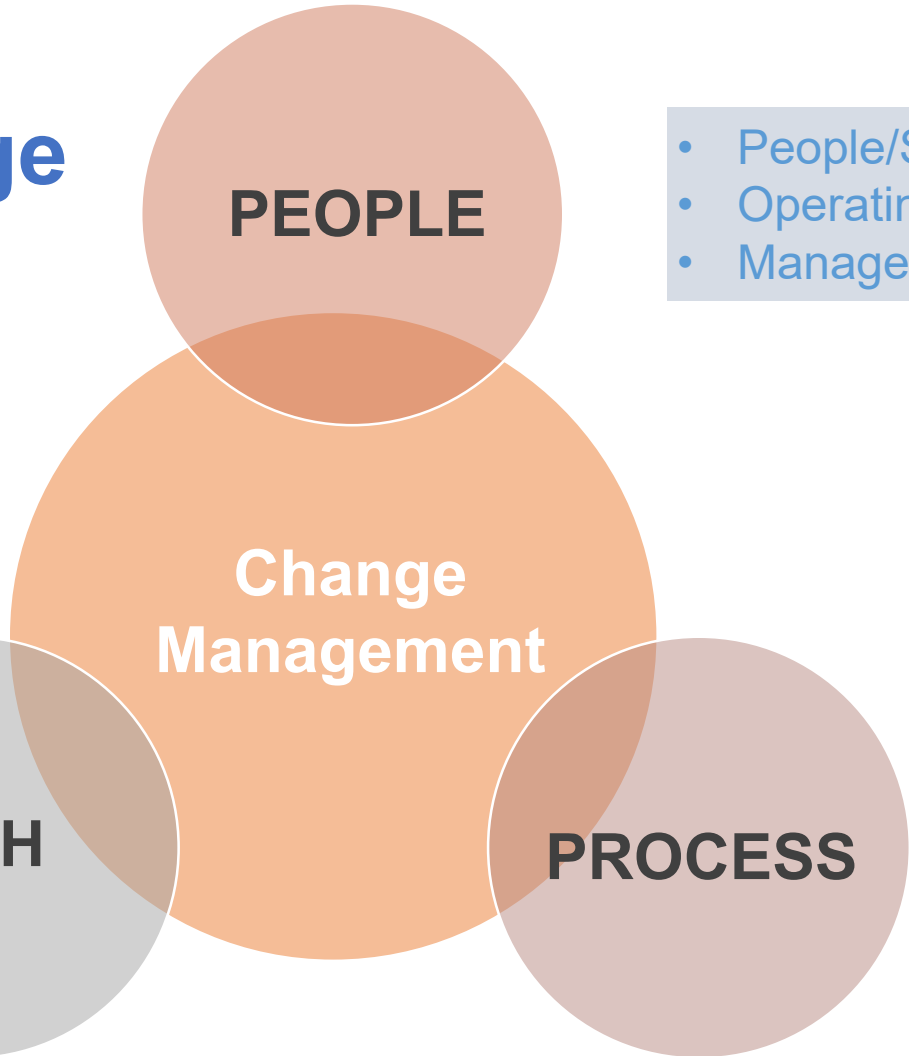


# How Did We Get Here

- We'd been meeting the corporate health needs of area employers for 3 decades, but always in a very reactive, tactical manner
- Market dynamics were changing to favor employer-provider partnerships
- VUMC's separation from VU was a catalyst for entrepreneurial activities
- Increased competition in the market, threatening market share and payor mix
- Strong desire by leadership to receive more of the value (less reliance on insurance company rules/hoops)
- These, combined with lots of new companies relocating to Middle Tennessee in the last 5 years, spurred this strategic initiative



# Successful Change Management is Routed in Three Pillars



- People/Skill/Culture Gap Assessment
- Operating & Governance Principles
- Manage Talent & Build Skillsets

- Technologies
- Data Assets
- Integrations

- Strategy & Aspiration
- Prioritized Outcomes
- Ways of Working
- Manual vs Automated



# Where are we going?

- Continued education of brokers and employers about the unique value providers can bring to their benefits strategies and workforce health challenges (we must retain this trusted advisor position to affect change)
- Bringing in other provider organizations to distribute volume and support employer needs (ex. align with hospitals that can take some L & D volume for us, while still retaining NICU and complex deliveries)
- Innovation with differentiated products and solutions to drive market share, improve payer mix, sustain high case mix and perform in a risk environment
- Leveraging power of statewide-network the fullest
- Deepen “business chops” and operational efficiencies to function like a B2B business (CRM plays in here)







# Conclusion and Key Takeaways



# Three Key Take-Aways

- Build an exceptional brand experience that is digital, personal and synched to their unique care journey.
- Leverage technology to create more efficient and scalable marketing while providing a more personalized patient experience.
- Creating win-win-win solutions for the patient, employer, and provider. Leverage the employer and patient relationship for new business opportunities.



# Questions?

Please be sure to complete the session evaluation!