

TARGETED MARKETING LEADS TO SUCCESSFUL EXPANSION

Case Study

Strategic Planning and Marketing

Thomas Jefferson University Hospital

Thomas Jefferson University Hospital has a rich history dating back to 1825, and has become one of the largest providers of healthcare services in the Philadelphia area.

Today, its diverse market extends outside of Philadelphia to include its neighbors across the Delaware River in southern New Jersey. This upper middle-class area of New Jersey has become essential to the financial success of the hospital.

Through the mid-1990s, Jefferson was the hospital of choice for many in the south Jersey market. Its reputation for excellence was sufficient incentive for customers to “cross the river” for their healthcare. In the late 1990s, however, offerings at several local New Jersey facilities improved considerably, and it was evident that Jefferson would need to work harder and smarter to attract these patients.

In 1999, Jefferson responded to the growing competition by opening Jefferson HealthCARE in Voorhees, N.J.—a state-of-the-art outpatient facility providing a full range of primary care and specialty health services. This facility also enabled the hospital to introduce local community events, screenings, and lectures in New Jersey.

Jefferson’s marketing team faced the challenge of learning how to effectively use the new Voorhees facility to drive volume to its flagship hospital in downtown Philadelphia. This challenge coincided



with the implementation of the **crmView™ Strategic Marketing Solution** from the Healthcare business of Thomson Reuters. “Rather than use only traditional mass media, it made perfect sense for us to use this new tool to conduct targeted campaigns to selected households in the Voorhees area,” says Carmhiel Brown, the hospital’s senior vice president for marketing, public relations, and communications.

COURSE OF ACTION

Jefferson centered its Voorhees marketing on quarterly “calls to action.” Each call to action was an event, typically featuring topical lectures from local physicians. Many providers also offered related screenings free of charge.

Through the use of crmView, Jefferson was able to understand which households it should target for each campaign, based on factors such as clinical need, likelihood to respond, and payer category. “With crmView, we had the power and flexibility to properly segment our audience. For example,

**THOMAS JEFFERSON
UNIVERSITY HOSPITAL**

Location:
Philadelphia, PA

Size:
925-bed academic medical center with more than 40,000 annual admissions; 5,680 employees; and 746 physicians.

Scope and services:
Major programs for a wide range of clinical specialties, with an emphasis in oncology, cardiology, neuroscience, and orthopedics.

Solutions:
crmView™



we were able to precisely target women of specific ages and incomes for a seminar on breast cancer, and target only active men for a sports medicine seminar," says Brown.

The marketing department at Jefferson realized early on that respondents to the Voorhees campaigns formed a unique group, consisting of individuals whose actions showed an interest in maintaining a relationship with the hospital. To manage these respondents, the hospital's call center was used to sign up attendees. After each seminar, the registration list was incorporated into the master customer information file (MCIF). The MCIF is the backbone of crmView and houses the complete history of an individual's or household's interaction.

Jefferson accomplished two important objectives by incorporating this detailed information. The marketing team was able to apply learning about individuals responding to a marketing message to future campaigns. This continuous cycle of learning has allowed the Jefferson team to become smarter marketers over time. In addition, as appropriate, Jefferson can easily include past respondents in future campaigns. Experience has shown that those who respond once are much more likely to return in the future.

RESULTS

Perhaps the greatest challenge to any marketing department is demonstrating that dollars spent on marketing result in increased volume and charges. At Jefferson, clinical data, financial data, prospect lists, mail lists, and call center data are all integrated into the crmView MCIF. Because of this, Jefferson was able to use crmView to review a five-year history of event campaign data and measure the impact of these events on hospital volume and charges.

Analysis confirmed that those who attended seminars were more likely to have future clinical encounters at Jefferson than those who didn't. In fact, 25 percent of attendees had an encounter within 12 months following the seminar versus

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Senior Vice President
Marketing, Public Relations, and Communications
Thomas Jefferson University Hospital

four percent for nonattendees. Furthermore, attendees averaged 0.71 encounters each in the 12-month period following the seminar they attended, compared to an average of 0.09 encounters each for nonattendees.

The data also showed that attendees produced an average of \$3,300 in charges within 12 months of a seminar, with charges for all attendees from 1999 to 2004 totaling \$27.8 million.

Finally, Jefferson marketers investigated how much of the \$27.8 million in charges was from new patients. Thanks to the ability of crmView to identify those who had no clinical activity prior to a campaign, the marketing team discovered that \$6 million, or more than 20 percent, of the charges from seminar attendees were attributable to individuals who had not previously been to Jefferson.

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