

DEEP, LOCALIZED MARKET INSIGHTS LEAD TO BETTER MARKETING FOR LESS

Case Study

Strategic Planning and Marketing

Community Healthcare System

Community Healthcare System (CHS), the largest integrated healthcare system in Northwest Indiana, faced challenges in segmenting and reaching their target audiences, since the markets they serve are dispersed over a large geographic area and require different services.



CHS' three hospitals located in Munster, East Chicago, and Hobart, serve diverse economic areas — from the established, economically challenged markets to fast-growing suburban communities. Facing an uphill battle against such issues as system integration, capacity, patient outmigration to nearby Chicago, and payer mix challenges, CHS needed help understanding the demographics and motivations of their current patients, as well as the patients they hoped to attract with their marketing programs. They turned to *Thomson Reuters Strategic Planning and Marketing Solutions* for help refining their marketing programs to better support the strategic goals of the organization.

COURSE OF ACTION

CHS understood that attracting and retaining the “right” patients was central to their future success. Their first step was to work with the Thomson Reuters experts to understand how their marketing efforts were working and where they had opportunities to improve the return on their patient communications. The process began with an extensive research effort that analyzed data from CHS and then segmented it by Thomson Reuters proprietary household segments.

Once the dominant household segments and their associated media preferences were identified, the Thomson Reuters experts were able to determine how the CHS marketing programs resonated with their current target audience:

- The CHS advertising campaign focused on quality ratings was effective with only 3.5 percent of the population
- 40 percent of newsletter recipients were not likely to respond to that media channel
- CHS was too focused in its campaign messaging, and as such didn't take advantage of the full local market to attract those “best customers”

Our experts then created a “best customer” profile from the same data and analysis used to understand their marketing program effectiveness. By profiling the households in their local markets and assessing the potential for attracting more patients who fit the “best customer” profile, CHS was able to identify the groups that they strived to reach in the future. Finally, the team analyzed CHS' marketing and communications efforts to see where improvements on ROI could be made.



COMMUNITY HEALTHCARE SYSTEM

Location:
Munster, Indiana

Size:
Combined 805-bed system

Scope and services:
Community Healthcare System, Northwest Indiana's largest integrated healthcare system, is comprised of three not-for-profit hospitals offering a broad range of healthcare services: Community Hospital in Munster; St. Catherine Hospital in East Chicago; and St. Mary Medical Center in Hobart. Community Healthcare System is committed to provide the highest quality care in the most cost-efficient manner, respecting the dignity of the individual, providing for the well being of the community and serving the needs of all people, including the poor and disadvantaged. Through integration, the system will capitalize on opportunities to increase overall growth, improve operating efficiency, and realize capital to better serve their patients, physicians, and employees.

Solutions:
Strategic Planning and Marketing Solutions



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The conclusion: CHS needed to re-evaluate its communications and advertising campaigns.

Working with the analysis presented by Thomson Reuters, CHS marketing staff decided to broaden their message from a focus on quality ratings to the use of more varied messaging that could resonate with a broader population. Instead of adding new channels, they better matched the message to the channel, thereby increasing the effectiveness of their marketing without increasing the budget.

OUTCOMES

By partnering with Thomson Reuters and leveraging our *Strategic Planning and Marketing Solutions*, CHS was able to improve its marketing and external communications significantly.

- By using targeted strategies, CHS was able to hone their marketing strategy to focus on best customers and best prospects. By mailing to a smaller list, they were able to cut production and mailing costs by 50 percent
- The market analysis also showed that key segments select their hospital based on physician recommendations; as a result, CHS has expanded its physician engagement and primary care strategies, further raising awareness to their best customers and best prospects
- Communications to current and prospective customers now feature varied messaging to resonate with a broader audience, who still meet the best customers profile

In 2010, Community Healthcare System was acknowledged for its accomplishments in the pursuit of excellence in strategic planning with a Thomson Reuters Healthcare Advantage Award in Strategy and Growth. The Healthcare Advantage Award was established in 2005 to honor and recognize customers who have used Thomson Reuters solutions and tools to achieve outstanding success at their organizations.

“Thomson Reuters demonstrated that applying a solid understanding of our customers’ demographics and preferences can lead to more targeted marketing messages, significant cost-savings, and positive ROI.”

John Gorski
Chief Operating Officer
Community Healthcare System

ABOUT THOMSON REUTERS

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