

How agile insights power decisions for UnityPoint Health's strategic priorities

Ongoing, consent-based interaction helps UnityPoint Health prioritize consumer input to de-risk decisions and grow business

UnityPoint Health operates in nine diverse regions in three states, including hospitals, clinics, and home health. This diversity creates unique challenges for the marketing team. UnityPoint needed a way to understand the different perspectives from across the market to make the best decisions possible for the brand and acquisition strategy. UnityPoint Health estimates Insiders influenced \$7 million worth of decisions, including sharpening their 2018 brand campaign, clarifying messaging and naming for a new retail clinic model, and strengthening acquisition using their website.



Our Insiders keep it real for us. We get unique, color commentary we couldn't get from other places. This is a goldmine for a marketer and helps us to make more patient-centric strategic decisions. We feel confident using our Insiders to weigh in on major decisions that represent millions of dollars, we feel confident and have positive early feedback that we made the right decisions.

“ Dani Slifka
Consumer Insights Manager
UnityPoint Health

De-risked an estimated \$7 Million in decisions

Enhanced the digital experience

Improved marketing effectiveness

Improved patient satisfaction

Challenge

Healthcare in the U.S. is experiencing change at a pace never seen before. Established providers struggle to understand new policies, meet new requirements and, most importantly, ensure high patient satisfaction. For a healthcare organization like UnityPoint Health, these challenges become more acute as they look to balance the quality of care needs and expectations of a diverse customer base spread across three states with a mix of urban and rural populations, and competitive dynamics. The move to providing more personalized healthcare at scale mandated that the business expand consumer insights capabilities to augment long-standing patient experience work to focus on brand building and acquisition. These initiatives are supported in large part by the marketing team, which needed insight to guide creative development and messaging.

Solution

Ongoing insight de-risks decisions and enhances patient experience

At UnityPoint Health, consumer insights is powered by its Insiders insight community, along with additional primary and secondary research. The team uses Insiders to understand the complexity of customer preferences by region in a way that gives them confidence needed to de-risk decisions and enhance the overall patient journey and experience. With 1,400 members, a promising 45%+ response rate and roughly two activities every month, the insight team can keep a close pulse on needs and perceptions at the local market level and across the system as a whole.

The sweet spot for the Insiders is agile insight at the local level

UnityPoint Health's online insight community launched in 2014. In 2016, the insight community morphed and grew in the hopes of gathering opinions from people throughout the rest of the health system. Prior to the expansion, the teams relied on assorted, mostly disconnected sources of market research to guide decision making. Major markets could afford syndicated data, but smaller and mid-size markets used little or no direct patient or prospective patient feedback.

Personal and authentic feedback from richly profiled Insiders enabled nuanced analysis

Community activities are two-way. There is reciprocity and a clear exchange of value that builds trust over time. As that trust and confidence increases, the feedback gets more detailed, specific and actionable. Insiders tend to share very personal stories about how UnityPoint Health affects their lives. This enables the words and thoughts of real people to be at the decision-making table. Insiders care about local healthcare and will participate in a variety of study topics from patient experience, to feedback on advertising sneak peeks and new product and service offerings.

As UnityPoint Health grows, the marketing team must continue support long-term growth and remain agile enough to respond to regional demands. It's possible to anticipate health needs based on life stage, but determining the best way to meet those needs requires the input of real people. With the Insiders, the marketing team can examine regional splits, identify unique



I'm really amazed by the Insiders as people. They come to the table and give us their best, so we have to give back to them. We owe them a two-way relationship. The Sparq platform makes it possible to prove how valued their feedback is to us and the impact it has on the quality of their healthcare experience.



Kelly Jellings
Senior Content Specialist
UnityPoint Health

challenges in urban and rural areas and get rich quantitative and qualitative data on their target markets. Insiders help fine tune marketing messages and materials for iterative brand campaign work, sharpen messaging for new retail clinic models, and strengthen digital acquisition.

Stakeholders appreciate agile insight for more confident decisions

One of the team's major focuses is to elevate the use of customer insight within the organization. Leaders in patient experience, clinic operations, strategy and marketing have seen first-hand, there is a way of gathering consumer information quickly to keep pace with decisions. The scalability of the insight community supports regional and system-wide decisions.

Insiders add the "why" behind the "what," provided by other information sources.

The Insiders provide feedback that can augment analytics and also put national trends into perspective. The marketing team integrates Insider's insight with syndicated data, Advisory Board resources, internal analytics and best practices. Healthcare is personal and Insiders illuminate the whole experience, including the crucial beginning (scheduling) and end (billing) points. The marketing team has been able to uncover rich context about the complexity of finding a doctor and online scheduling, the need to provide easier-to-understand billing, and perceptions about alternative places of care.

Outcome

Improving strategic marketing initiatives, and influencing a seven-figure annual brand spend

BRAND LAUNCH. As UnityPoint Health continued its journey towards creating a truly easy, convenient and personalized health experience for people, it was clear they needed to revamp their marketing focus. To that end, a new marketing campaign with a seven-figure budget, covering targets in three states – Iowa, Illinois and Wisconsin was launched in early 2018. Primary targets included healthcare decision-makers in their 20's, 30's and 40's. Health care competition is fierce, so success wasn't - and isn't - optional. Insight derived from Insiders informed the crucial areas of targeting including creative development and messaging. UnityPoint Health aimed to make the results a shared win, giving Insiders a first look at advertising and helping UnityPoint Health hone 2018 and 2019 campaign work. Consumer insight work for the health system's brand campaigns is robust, with multiple stages of quantitative and qualitative work along with primary and secondary research. Through the lens of the marketing team, UnityPoint Health started its journey with discovery, then refined and evaluated using Insiders (not blinded) and other primary research (which was blinded.) Then, the team worked with Insiders to translate the UnityPoint Health brand promise into long-range planning and creative development. Nuanced differences based on life stage targets, between families with younger and older children, uncovered opportunities for improvements. As a result of integrated consumer insight work, the system modified its print and billboard creative approach, re-worked TV spots, and modified messaging and visual components. An inaugural, blinded, tracking study, completed at the end of 2018 by a third party supplier, has early indications of success. Almost three-quarters of people suggested the advertising evoked positive reactions – a key goal of the campaign. Even better, one key target, young mothers, was significantly more likely to report a positive response.

ACQUISITION. UnityPoint Health also worked with its Insiders to sharpen acquisition efforts, both regionally and system-wide. Much of the acquisition energy is focused on primary care and urgent care clinics and, tactically, digital assets play an important role. Insiders were clear about how they would like to see the website improved to support acquisition. Integrating with Survey Gizmo and using Max-Dif made decision-making a snap. It was important for leadership to see local results and be able to compare and contrast markets with national trends. UnityPoint Health received clear consumer direction to digitally fuel its brand promise of being easier and more convenient. Insiders said they prefer a mobile-friendly website over another app. They also prioritized three acquisition options: scheduling online, online check-in to urgent care and seeing wait time for urgent care. In addition, UnityPoint Health got a not-so-gentle reminder about the importance of having telephone as an option for the less-digitally-inclined population.

CONTINUUM OF CARE. Insiders tell UnityPoint Health what's important in the continuum of care, from Virtual Care to Urgent Care, to Express Care (retail) clinics and primary care. Recent concept work directed consumer-friendly naming and messaging for a new Express Care(retail) clinic model first deployed in 2018. The estimated investment in a single new clinic is between \$750,000 and \$1,000,000 (Docutap), and UnityPoint Health is using Insider information to support 2019 expansion. UnityPoint incorporated consumer—benefits into messaging. Convenience, in the form of getting in and out of the clinic in 30 minutes—was most important for Insiders. They also liked the no-waiting-room aspect, at the same time uncovering a dissatisfier of the traditional model: coming in contact with other sick people at the clinic. Differentiation, naming and branding insight are especially influential, given concerns about cannibalization of urgent care and emergency department business.

Takeaways

Targeted, regional feedback can scale up to support large scale strategic decisions



Consent data reveals nuanced differences between customer segments that improve messaging effectiveness



Regional insight complements other sources, like syndicated data, analytics and other internal and external options.

About UnityPoint Health

UnityPoint Health is a network of hospitals, clinics and home care services in Iowa, Illinois, and Wisconsin. Their mission is to improve the health of the people and communities they service. Operationally, the organization is investing in innovation while maintaining absolute focus on the best outcome, every patient, every time. The system boasts an annual revenue of \$4.4 billion and a family of more than 30,000 team members, who are dedicated to making health care easier and more personalized for the people they serve.

About Vision Critical

[Vision Critical](#) builds customer trust and creates new business value through the collection and application of consent data. With its unique, relationship-based approach, Vision Critical's Sparq platform lets brands directly interact with insight communities of opted-in customers. Unlike traditional voice of customer methods, Vision Critical unlocks the real-time feedback that companies need to build better products, deliver better services, and achieve better business outcomes hand in hand with their own highly engaged, well-profiled customers.

Hundreds of high-performing organizations across multiple industries benefit from Vision Critical's technology and guidance. To learn more about Vision Critical, follow us on [LinkedIn](#) and [Twitter](#), or visit us at www.visioncritical.com.