Inova Health System

Cardiology Campaign Gets Results with Healthgrades’ CRM Solution.
Inova Fairfax Hospital conducted a cardiac campaign to educate at-risk individuals about heart attack and its warning signs through Health Risk Assessments and screenings by announcing a new Chest Pain Observation Unit and raising awareness of its comprehensive cardiac capabilities. The results were a 10 percent overall service-utilization response rate and an $803,613 return on investment.

Executive summary

This case study embodies the changing philosophy of healthcare marketing that, in addition to traditional marketing, has embraced the tools of predictive modeling, variable digital imaging, multiple communication channels, and results tracking.

Using the elements of Healthgrades Customer Relationship Management (CRM) program, Inova Fairfax Hospital, part of Inova Health System, conducted a cardiac campaign to educate at-risk individuals about heart attack and its warning signs, announce a new Chest Pain Observation Unit, and raise awareness of Inova Fairfax Hospital’s comprehensive cardiac capabilities. The results were a control-group adjusted 10 percent overall service utilization response rate and an $803,613 return on investment.

INova Fairfax Hospital

Inova Fairfax Hospital is a 753-bed regional medical center. As a medical and nursing teaching hospital, it is affiliated with the medical schools of Georgetown and George Washington Universities, the Medical College of Virginia, and other nursing schools in the area.

- **Geographic Region:** Northern Virginia/ Washington, DC metro area
- **Market Size:** Approximately 600,000 households
- **Clinical Area:** Cardiology, cardiovascular services
Situation/Objective

With recognition of cardiovascular disease as the American Heart Association’s (AHA) stated number one killer, Inova Health System acted on the importance of educating appropriate individuals to reduce risk factors, know warning signs and respond quickly and properly in the event of an episode.

Inova also knew from AHA research that while cardiovascular diseases take almost twice as many female lives as the next leading killer (all forms of cancer), women are less likely to recognize heart disease as a significant health risk.

To educate at-risk individuals and to announce its Chest Pain Observation Unit’s cardiac capabilities, Inova Fairfax Hospital developed a multi-step, multi-channel “Don’t Wait” cardiac campaign with the CRM leader in healthcare — Healthgrades.

PROGRAM OBJECTIVES INCLUDED:

• Encourage recipients to learn about their heart attack risks and warning signs and to act fast if they experience any of them.

• Invite recipients to learn their heart risks by taking a Health Risk Assessment either online with immediate results or by calling for a paper quiz.

• Promote Inova’s clinical excellence in cardiac care to help increase revenue, drive patients to other service lines, and support quality initiatives.

DESIRED OUTCOMES INCLUDED:

• Stimulate at-risk individuals to think about and act on their heart health.

• Direct recipients to Inova for diagnosis and treatment of episodic heart care, as well as to preventive/early detection heart services to get them into the system.

• Achieve halo effect of drawing individuals into Inova Fairfax Hospital and Inova Health System for additional services in other areas.

• Build relationships and create a dialogue with at-risk individuals.

• Provide a response mechanism and premiums.

• Use a control group to track the value of the “Don’t Wait” campaign.
Audience selection

In selecting the audience for this campaign, Inova Fairfax Hospital paid particular attention to the ethnic diversity of its market, including large differences in heart health and risk perception among people of different genders, ages, and ethnicities.

To assure Inova Fairfax Hospital would reach its identified target audience, it selected 25,000 men and women in its primary service area who met the following criteria:

- Highest CHUI 3_1 — Consumer Healthcare Utilization Index (CHUI) SM DRG code scores for cardiovascular medicine. CHUI is a proprietary predictive segmentation system designed specifically for healthcare that indicates the propensity of an individual to need specific health services.
  - Males 30-65; Females 40-65
  - Include patients who have been diagnosed with hypertension
  - Remove patients with previous inpatient cardiology encounters
  - Household income greater than $50,000
  - Do not solicit and death suppression applied

Measurement methodology

In any campaign there are two types of campaign measurements that are recorded in the CRM database: the number of individuals who responded to the campaign’s “call to action” and those who received the campaign materials and came in for service during the tracking period.

Call-to-action results show how many people took immediate action suggested by campaign materials — in this case requested and/or took the Health Risk Assessment, called the heart health information phone number, or visited the website address printed on the heart attack warning signs card. While these responses may help determine the creative impact of a campaign, the true mark of a campaign’s effectiveness is how much service utilization occurs.
Service utilization results illustrate the number of individuals who came in for services and the dollar amount of that utilization among individuals who received the “Don’t Wait” campaign materials whether or not they “took up” the lead offer.

To obtain a true measurement of success attributed to this campaign, Inova held out a static control group of individuals with the same campaign criteria as those who received the campaign materials. It compared service utilization of those who received the mailings against the control group to calculate more accurate results and demonstrate the true value of the campaign.

Campaign components

PACKAGE #1

- Personalized, two-color bangtail letterhead with Health Risk Assessment offer in four-color 6”x9” envelope
- Four-color brochure
PACKAGE #2

- Four-color, 6 x 9" postcard with Heart Attack Signs/Learn CPR wallet card and invitation to take or request an online or paper Health Risk Assessment.

- Four different versions with age and gender segmentation multiplied by eight different groups of statistics for a total of 32 customized postcards to these specific and select audience segments. Inova used Healthgrades advanced variable digital imaging techniques to accommodate the ethnic diversity of its market and to fulfill the idea of healthcare marketing to individuals rather than generic messages to the masses.
A specific URL printed on campaign letter and postcards for online fulfillment (inova.org/heart) featured an opportunity to take the online Health Risk Assessment, set up a personal health record, or search for classes.

The website was a key communication channel in the campaign.

**Service utilization results**

- **25,352** individuals contacted and tracked over a 10 month period
  - Control group of 432 individuals

- Of the 25,352 individuals, 480 received cardiology-related services compared with 235 expected individuals. There were **245 incremental cardiac services patients actually attributed to the campaign**, for a passive response rate of .97 percent attributed solely to marketing.

- Of the 25,352 individuals, 8,533 came in for non-cardiology related services, compared with 6,220 expected. There were **2,312 incremental patients** that had non-cardiac related services for a passive response rate of 9.12 percent attributed solely to marketing.
Results

OVERALL RESULTS — CARDIOLOGY SERVICES ONLY
• Total gross charges attributed to the campaign for cardiology services only were $11,381,651. Control group gross charges were $5,614,163.

• The difference between the two — $5,767,487 — is considered the gross charges attributed to the campaign. Using a five-percent margin adjustment as a reasonable measure of the return on investment before marketing costs, Inova earned an ROI of $288,374. Subtracting marketing costs of $63,365, the total ROI for cardiology related services was $225,008.

OVERALL RESULTS — NON-CARDIOLOGY SERVICES ONLY
• Total gross charges attributed to the campaign for non-cardiac services only were $47,379,452. Control group gross charges were $34,540,024.

• The difference between the two — $12,839,428 — is considered the gross charges attributed to the campaign. Using a five-percent margin adjustment as a reasonable measure of the return on investment before marketing costs, Inova earned an ROI of $641,971. Subtracting marketing costs of $63,365, the total ROI for non-cardiology related services was $578,605.

TOTAL OVERALL RESULTS — ALL SERVICES
Combining the non-cardiac services and cardiac only services utilization above, this campaign realized a 10-percent overall passive (service utilization) response rate and an $803,613 or 11.7:1 ROI.
To learn more about how Healthgrades solutions can engage and align patients and physicians, call 855.665.9276 or visit hospitals.healthgrades.com.