



Attracting Primary Care Patients Using Multiple Direct Mail Tactics

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BUSINESS CHALLENGE

ACQUIRE NEW PRIMARY CARE PATIENTS

- Henry Ford Health System wanted to attract new primary care patients to its Henry Ford Medical Group, a group practice of more than 1,200 physicians, as well as its more than 200 Henry Ford–employed physicians
- Accurate mailing criteria was imperative. We did not want mailings intended for individuals in the medical group ZIP codes to reach individuals in ZIP codes of the private-practice PCPs affiliated with one of Henry Ford’s regional hospitals

Henry Ford Health System

- Located in Detroit, MI
- One of the nation’s leading integrated, not-for-profit health systems
- Comprised of the flagship Henry Ford Hospital in Detroit and five regional hospitals
- 200+ outpatient facilities
- 30,000+ employees
- Upward of 3.77 million annual outpatient visits

STRATEGY

Henry Ford launched a one-year direct mail campaign consisting of 12 monthly drops of a self-mailer or letter and a 90-day follow-up postcard.

- New movers received a self-mailer. Key message was “here for your health, when you need us.”
- New-patient targets received either a self-mailer or letter, depending on perceptual profiles. Key messages were “the importance of seeing a PCP to keep you healthy” for new prospects, or “guidelines on when to use the ED and when to call your PCP” for misusers of the ED.
- Non-responders received a postcard after 90 days

Different versions of the self-mailer, letter, and postcard were sent depending on recipient’s age, gender, or presence of children in the household. Specific locations on each piece contained dynamic text appropriate to recipient’s profile, and locations were provided of closest PCPs, ERs, and urgent-care facilities.

Mailing Criteria: Key to the success of this campaign was to make sure the mailing criteria did not overlap regions. When there was unavoidable overlap, we made sure dynamic information referred individuals to facilities in both regions.



RESULTS

July 2015 through January 2017

New-movers campaign

- Cost: \$57,063
- Incremental patients: 475
- Incremental contributions: \$671,607
- ROI: 10.77:1

PCP acquisition/ED redirect campaign

- Cost: \$95,307
- Incremental patients: 554
- Incremental contributions: \$20,111
- ROI: -0.79:1

TAKEAWAYS

- Learn how to acquire new patients by engaging them in meaningful dialogue across multiple communication tactics (direct mailer, letter, postcard)
- Learn how to manage internal clients to meet expectations and not compete among employed physicians and the private affiliated physician community
- Learn how Henry Ford Health System, in partnership with Healthgrades, set the strategy and infrastructure to become an industry leader in using CRM to acquire an overall 8.83:1 return on this campaign
- Evaluate the campaign results after one year and make adjustments if needed. Henry Ford pulled some money out of the ED redirect campaign in regions that did not perform and increased the spend in the new-movers/PCP acquisition campaigns to optimize ROI.



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