

Healthcare Marketing Research: Using Evidence-Based Research to Improve
The Effectiveness of Healthcare Marketing
Wednesday, October 3, 2007
Session 1:00-4:00

Speaker Name	R. Kelly Myers
Title	President and Chief Analyst
Organization	RKM Research and Communications
City, State	Portsmouth, NH 03801

Summary Description

This workshop is designed to teach healthcare marketers the fundamental principles of conducting a properly designed marketing research study. It is also designed to teach healthcare marketers how to be knowledgeable “consumers” of research, and how to apply what they learn in ways that create competitive advantage.

To make the session as meaningful as possible for participants, the workshop focuses on a series of real-world case studies. Each case study is unique, and the goal of presenting a variety of studies is to demonstrate the wide range of healthcare marketing objectives that can be advanced through the application of different research techniques. Each case study is selected to highlight best practices in the industry. The case studies also provide concrete examples of what healthcare marketers can accomplish through research, and each is designed to educate participants about when it is appropriate to use research (and when it is not). In each case, the discussion begins with an identified problem, how it was re-framed into a marketing objective, how the objective determined the research design and how the research findings resulted in a well-informed actionable decision. The workshop also includes a discussion of the limitations and inappropriate use of marketing research, as well as commonly made mistakes.

The focus of the workshop is designed to help healthcare marketers use the principles of evidence-based decision-making to achieve their marketing objectives more efficiently and more effectively. Specifically, it is designed to teach healthcare marketers how to get the most out of research by applying what they learn to make better decisions. Evidence-based decision-making is well understood as foundational among physicians and hospital administrators, and marketers who apply these principles within their marketing department can learn: 1) to make better marketing decisions; and 2) earn greater respect from the clinical colleagues and financial managers with whom they work.

Learning Objectives

1. Participants will learn all of the fundamental concepts associated with marketing research so that they leave fully educated with the knowledge they need to design and execute a successful marketing research study, regardless of the topic.
2. Participants will learn how the most useful insight from marketing research is typically achieved indirectly through analysis, and how the deepest insight is often derived through multivariate analysis and other advanced techniques.
3. Participants will learn the principles of evidence-based decision-making, and the direct and indirect advantages it creates for those who apply these principles.
4. Participants will be provided with results from a series of case studies so that they fully understand the range of marketing decisions that can be improved through research.
5. Participants will receive complementary copies of two White Papers, including: 1) Why Conduct a Consumer Survey? and 2) Why Conduct an Employee Survey?

Faculty Information

R. Kelly Myers is President and Chief Analyst for RKM Research and Communications, an independent market research firm in Portsmouth, New Hampshire. After working for 7 years as the director of the University of New Hampshire Survey Center, Kelly started his own market research firm in 1996. Mr. Myers' primary areas of expertise include healthcare branding and word-of-mouth patient referral strategies.

Kelly has presented at the Society for Healthcare Strategy and Market Development's Annual Educational Conference in 1995 and 1996. Kelly's experience includes working with over 40 hospitals and health systems to address a wide variety of issues unique to the healthcare industry. The focus of his work is identifying the most appropriate strategies and tactics in integrate marketing, branding, outreach, training, physician placement and operational planning for maximum impact. Kelly is currently working on two articles to be published in peer reviewed healthcare journals.

Executive Summary/Outline

I. Marketing research fundamentals

- A. Establishing clearly definable objectives.
- B. Communicating your research objectives to the right internal audience.
- C. Knowing your audience, and what they ultimately need to know to make optimal decisions.

II. Understanding the basics of healthcare research

A. The logic of science

- 1. A very brief introduction of the scientific method as it applies to healthcare research.
- 2. Science and social science. This section will discuss the differences between the natural sciences and the social sciences. It will also discuss the difference between primary and secondary research, and the difference between qualitative and quantitative research. Similar to the first topic, the objective is to provide participants with a very brief introduction to the logic and assumptions of social science.

III. Survey research as a form of social science.

- A. This section will focus on survey research as a unique form of social science. Topics will include: 1) the logic of survey research; 2) probability theory; 3) sampling; 4) unit of analysis; and 5) questionnaire design.

IV. Survey research methods

- A. This section will describe some of the basic principles of measurement and statistical analysis. The primary focus will include a discussion of the following three topics, including: 1) measurement; 2) data collection; and 3) analyzing univariate, bivariate and multivariate statistics.
- B. This section will demonstrate how most research questions are answered indirectly through derived techniques rather than explicit techniques, *and why*.

V. Healthcare marketing research in practice

- A. This section of the presentation will focus on different applications of marketing research techniques, and how each one can help healthcare marketers make better decisions. Although the examples are varied, the overarching theme of the presentation is consistent. Specifically, the primary theme is to educate participants about: 1) the importance of carefully focusing on actionable objectives; 2) applying the principles of evidence-based decision-making to maximize the impact of their marketing activities; and 3) communicating the results in terms that are meaningful to senior decision-makers.

VI. Practical examples based examples on real world case studies.

- A. This section of the presentation will focus on a series of real-world case studies. The goal is to carefully outline different applications of marketing research, and how each one can help healthcare marketers make better decisions. The following is a brief description of the case studies that will be discussed:

1. Placing a new physician and/or physician practice.

This case study demonstrates how a hospital used secondary data, and follow-up primary survey data, to identify the communities where it should place 50 new physicians.

2. Promoting a new or existing service line.

This case study focuses on how a hospital successfully re-positioned its non-interventional cardiac services to compete with a nearby hospital that is known for open-heart surgery.

3. Testing creative executions.

This case study shows how a hospital used a new research technique to evaluate three different possible creative strategies to identify the most effective one in advance of launching a new marketing campaign.

4. Evaluating the effectiveness of a marketing campaign.

This case study details how a hospital evaluated the effectiveness of one of its marketing campaigns, and compared its success against two of its primary competitors.

5. Physician and/or employee research.

This case study focuses on a hospital that conducted research among its current physicians and nurses to identify strategies and tactics to improve employee morale and boost work-place engagement.

6. Strategic image and branding strengthening research.

This case study demonstrates how a hospital can successfully evaluate and monitor its competitive position in the market, and develop branding strategy to align the hospital's strengths in ways that are credible and consistent with market demand.

VII. The keys to successful healthcare marketing research.

1. The keys to making the research relevant to senior leaders.
2. The most effective way to justify an increase in your marketing budget
3. How to gain the respect of the senior leadership team within your hospital by demonstrating how the introduction of evidence-based marketing decision-making contributes toward increased patient volumes and contributes directly to the financial success of the organizations with whom you work.