

# Essentia Health

## *A View on Information Technology*

**ND HIMS Conference**

**April 12, 2017**

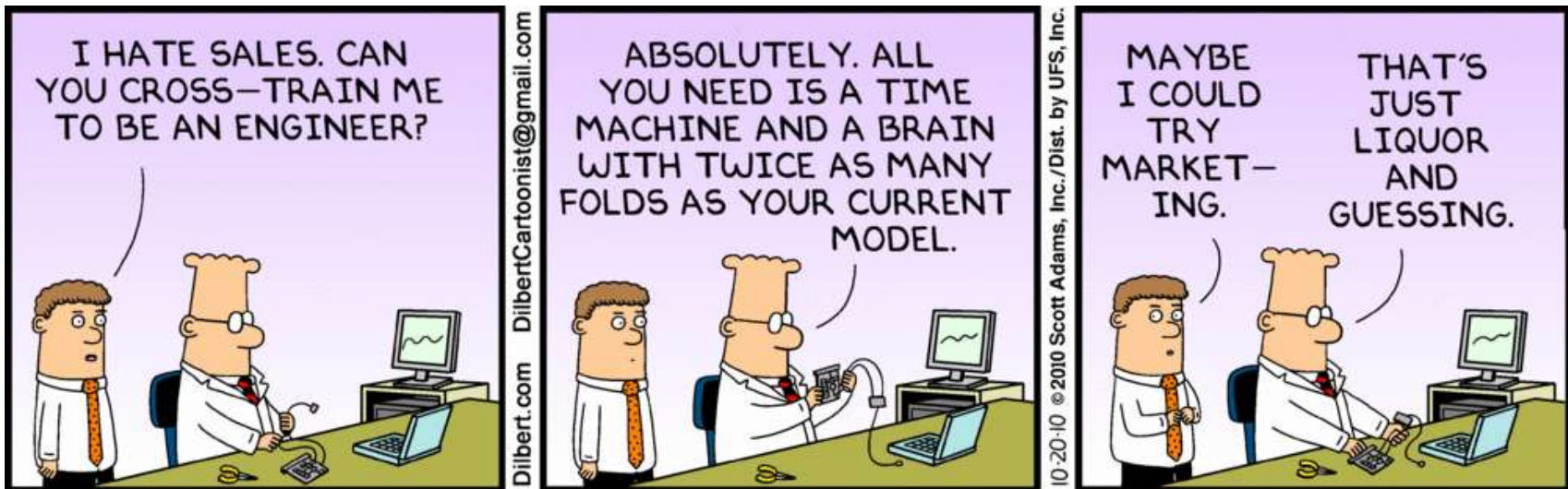
***Tim Sayler, COO***



**Essentia Health**

Here with you

# Me Discussing... Information Technology



# Overview

- Who is Essentia
- Why: Information Technology & Health Reform
- Accountable Care
  - An Example of General Population Health Improvement
  - An Example of Service Line/Chronic Care Population Mgmt
  - MSSP Risk Arrangement
- Interoperability
- On-Line Patient Experience



Essentia Health Mission

**We are called to make a  
healthy difference in  
people's lives.**

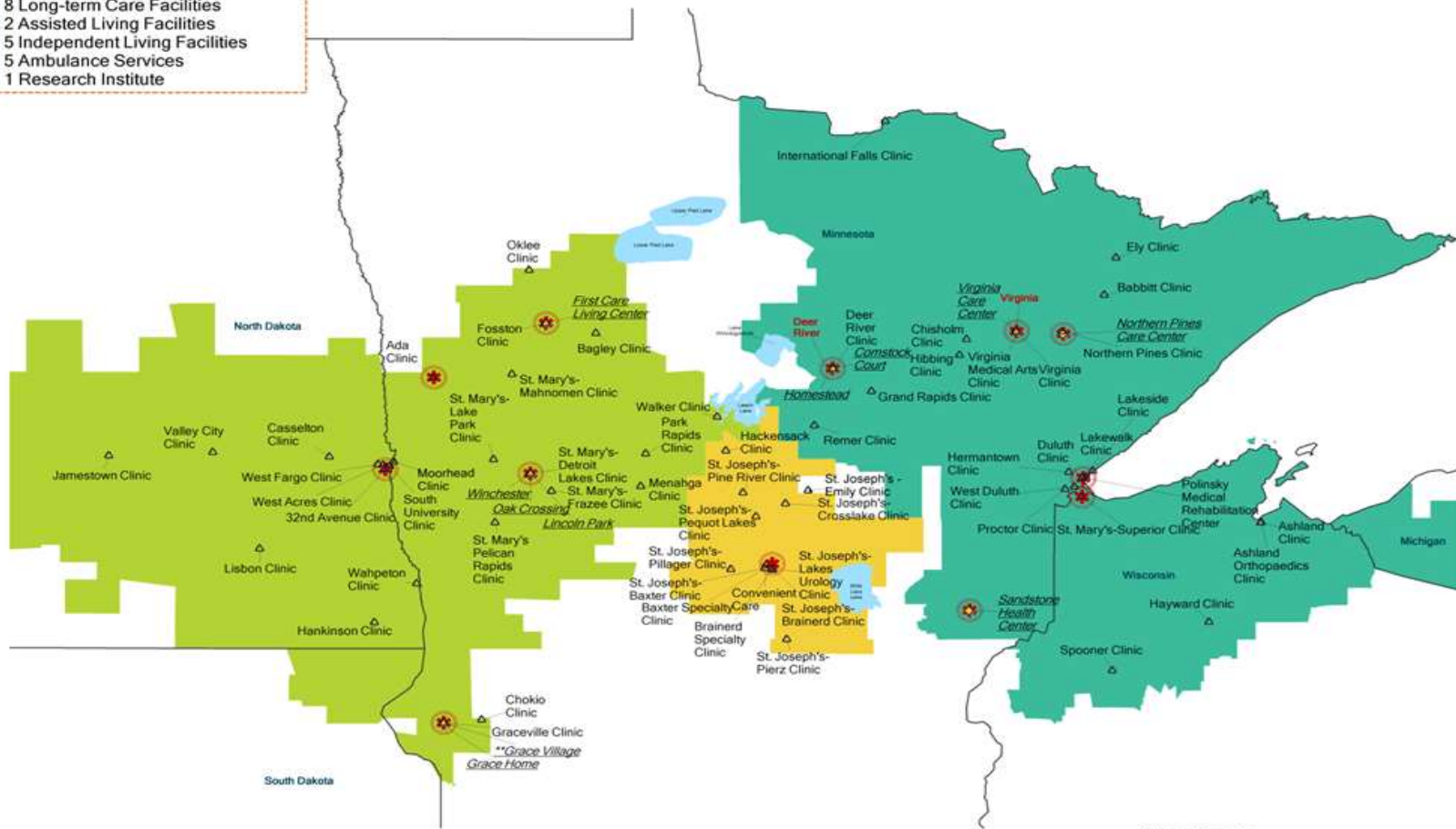


**Essentia Health Statistics:**

- 805 Physicians
- 740 Advanced Prac. Clinicians
- 12,800 Employees
- 16 Hospitals
- 68 Clinics
- 8 Long-term Care Facilities
- 2 Assisted Living Facilities
- 5 Independent Living Facilities
- 5 Ambulance Services
- 1 Research Institute



**Hospital, Clinic & Other Facility Locations**  
West, Central, East, & Critical Access Hospital Group Regions



- Lakes Hospitals Clinics
- West Region Central Region East Region
- Other Facilities  
(Assisted Living, Long-term Care & Independent Living)
- \*A member of Essentia Health

Last updated: Jan. 2015  
Created by:

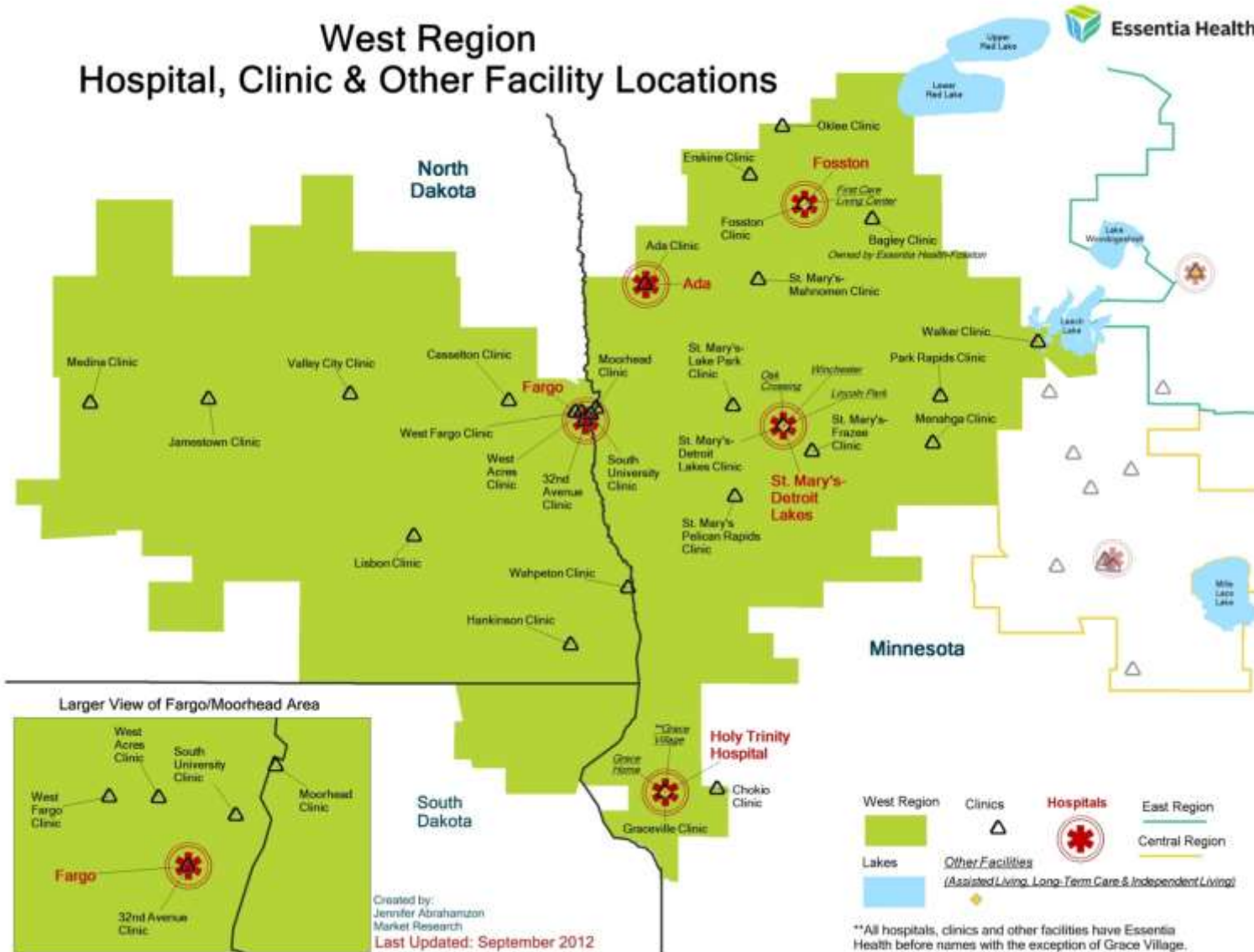
**Critical Access Hospital Group**



**Critical Access Hospital Group**



# West Region Hospital, Clinic & Other Facility Locations



Created by:  
Jennifer Abrahamson  
Market Research  
Last Updated: September 2012

# The Why: Information Technology Support

- Accountable Care & Risk Strategy
- Build Consumer Loyalty Platform
- Radically Alter Cost Structure



QUALITY/SAFETY

HE 24  
 16/28 ↓  
 Falls: 15  
 w/injury: 0  
 Med: 14  
 Skin: 4

Adverse Health Events: 0  
 Hand Hygiene: 95% hosp  
 97% clinic

Potential / Confirmed  
 Cauti: 28 / 1  
 Clabsi: 16 / 0

SERVICE EXCELLENCE

CQD	WR Prof Bd
target 78.2 / 76.19	78.13
target 83 / 77.85	80.38

PATIENT ACCESS

93.81 / 80  
 67.43 / 70

% Aban: 3%  
 60-Day No Change:  
 Prov: 98.2  
 Clinic: 98.2

COMMUNITY EVENTS/MEDIA/STAFF

Health Matters → Dr. Smart / Oral Cancer  
 Ronald McDonald House - Family Room @ Essentia  
 Nicole / Local Colleges expand nursing programs  
 M Spring Scholarship Gala

EMPLOYER OF CHOICE

TOTAL FTE OPENED	TOTAL FTE FILLED LAST WEEK	NEW OPEN
------------------	----------------------------	----------

Overall Vol. Turnover (target)  
 3/10 = 18.46%      3/31 = 18.48%  
 3/17 = 18.46%      4/7 = 18.13% ↓

1st Year Voluntary: Jan  
 Overall: 28.91 ↑      RNs: 8  
 RN: 27.43 ↑      LPNs: 10  
 LPN: 19.49 ↓      Te: 1  
 RN Vacancy Rate: 23.6% ↑      RNs: 13  
 LPNs: 4

MTD (3M)      FINANCE/OPERATIONS

Rev: 22,963,406      MTD Admits: +5  
 Discharges: +27  
 ED Visits: +77      Encounters: +960  
 Bed Status: Red      Unique F (to

METRIC FOCUS

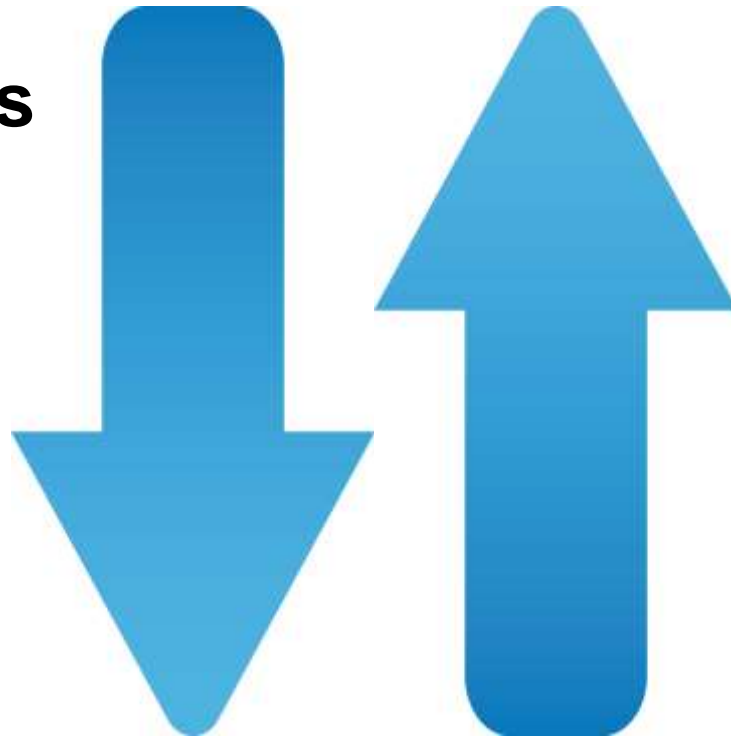
- Staffing + Provider Recruitment
- Quality / Sustain
- Financial Challenges - FY17



# Reduced Revenue vs. Increased Expenses

**All payments  
by payors  
going down**

- Medicare
- Medicaid
- Commercial



**Expenses of  
providing care  
continues to  
increase**

- Caregiver salaries
- Medical supplies
- Infrastructure



# Looking Ahead

It's no surprise: This model is **not sustainable** for better health across the county.



**How do we get the health care we want and need at an affordable cost?**



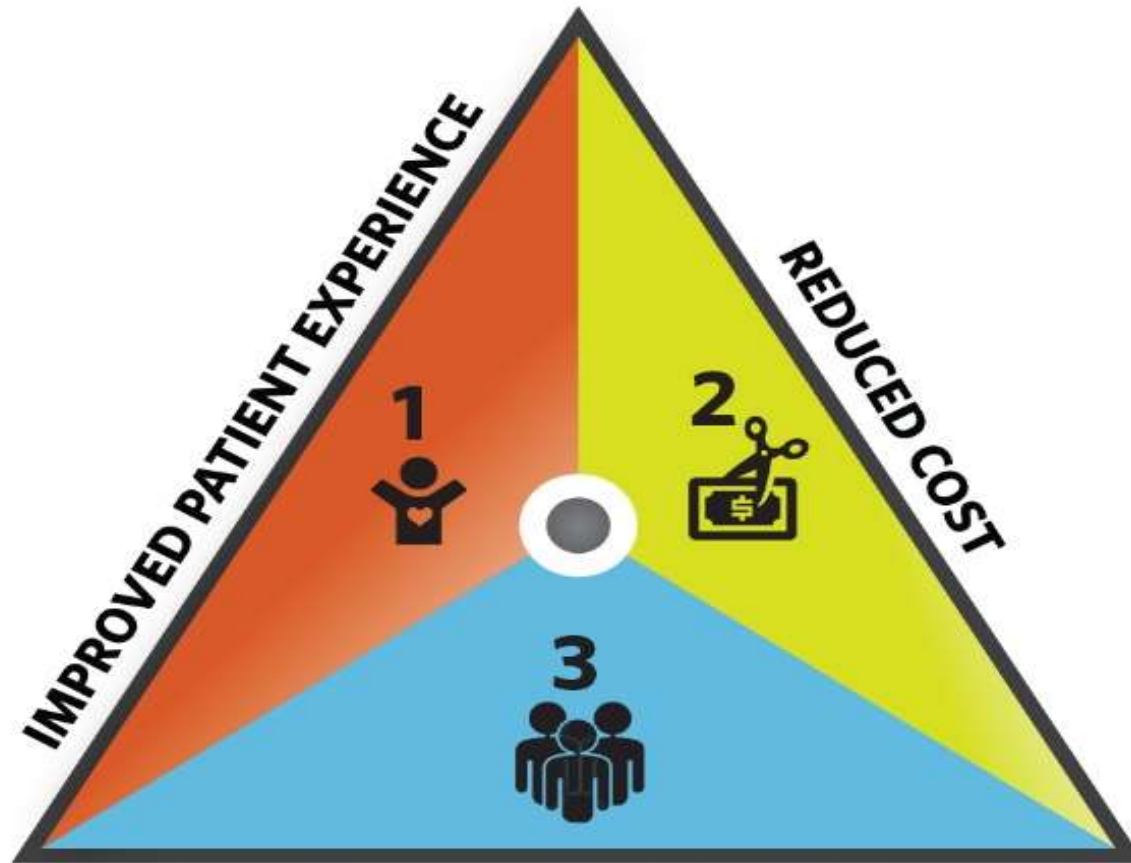
# Accountable Care Organization

## **Definition:**

*Accountable Care Organizations are provider-based organizations that **take responsibility for meeting the health care needs of a defined population** with the goal of simultaneously improving health, improving patient experience and reducing per capita costs.  
(Triple Aim)*

Affordable Care and Patient Protection Act (ACA)  
National Committee for Quality Assurance (NCQA)





**IMPROVED POPULATION HEALTH**

**\* Inspired & Engaged Staff**

Fee for Service to Population Health

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# ACO → Value

- How we take care of patients
  - Population Based
  - Proactive
  - Standard evidence based guidelines
- How we are paid
  - Quality, not Quantity
  - Total Cost of Care
  - Quality of Care
  - Service/Experience of Care
  - (Inspired & Engaged Staff)

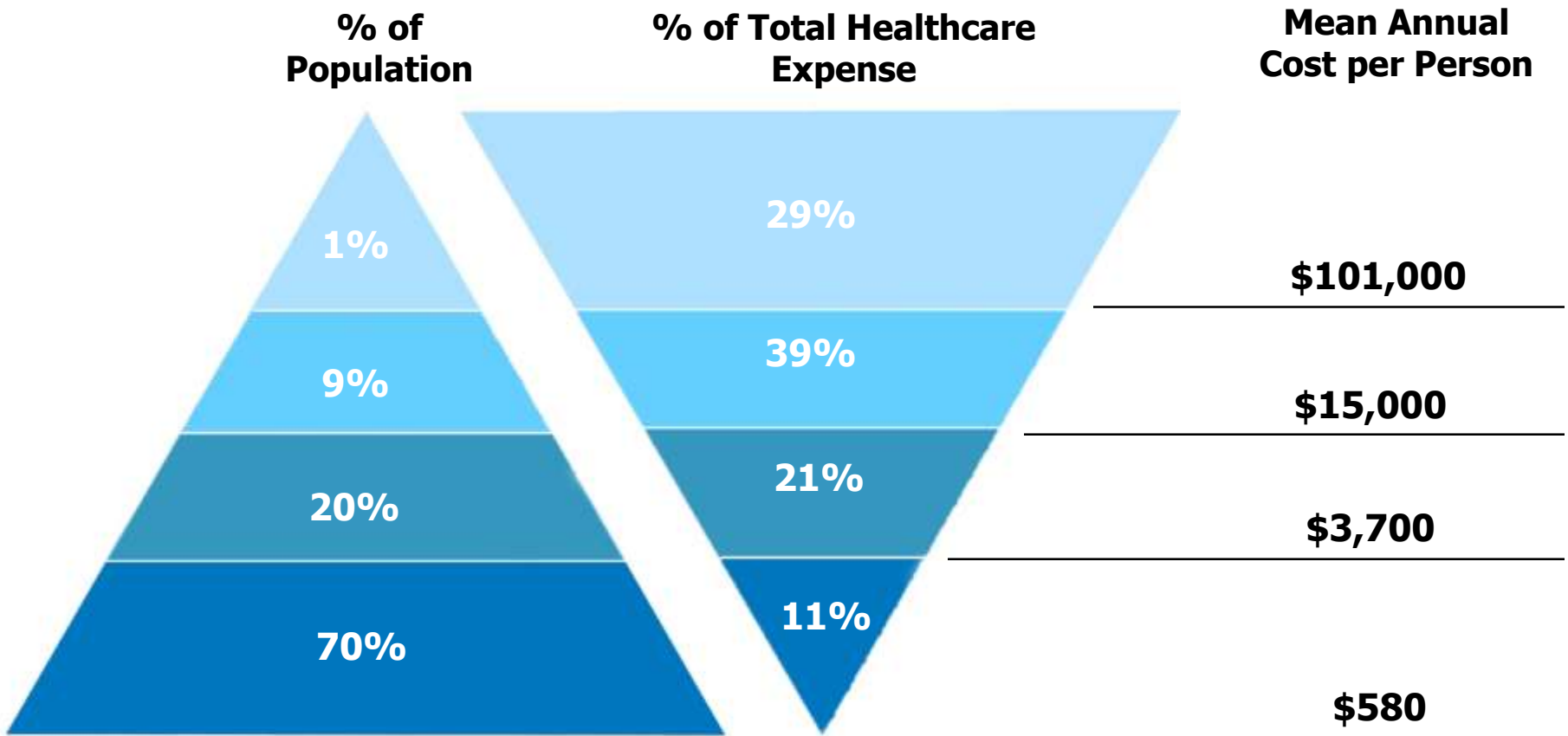


***TRIPLE AIM***



# High Risk: Opportunity for Better Care

National Sample of 21 Million Insured Americans, 2003-2007



Source: Thomson Reuters Markets can Database

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# Essentia's 2016-2017 Strategies for Success

- Patient Attribution Management
  - Know enrollees/reduce churn
- Identification High Risk/High Cost Enrollees
  - Intense Care Management
- Reduce Practice Variation
  - Standard evidence based guidelines
- Pharmacy Management
  - Use of cost effective alternatives, second review of high cost medications
- Post Acute Care Strategy
  - Optimal Discharge –prevent readmissions
  - Appropriate discharge disposition
  - Skilled Nursing Facility Management



# Value Based Enrollees

## Total Cost of Care ACO type Contracts

- Medicare Shared Savings
  - 28,000 enrollees
- Commercial
  - 60,000 enrollees
- MN Medicaid/IHP
  - 38,000 enrollees
- Medicare Advantage/SNP
  - 6,000 enrollees
- Employee Health Plan
  - 19,000 enrollees





# Examples: Applying Technology to Support Accountable Care

- Attributed Population- A Specific Patient & MD
- Service Line Work- Spine Program
- A Specific Risk Population- Medicare Shared Savings Program

# Moving From Providing Care to Managing Health

Attributed Population- A Specific  
Patient & MD

Example: Colorectal Screening



# Clinical Quality Dashboard

Ver: 2.2

Select .. to view by Clinical Hierarchy

All Clinical Hierarchy

Select .. to view by Provider(s)

All Providers

## Ambulatory Care Measures

KPI	Time	Value	Eval	Sparkline	Target
Hypertension Patients Receiving Optimal Care	Aug 08, 2015	83.05 %	●		80.00 %
Diabetic Pts Receiving Optimal Care w/Statins	Aug 08, 2015	41.73 %	●		42.00 %
Mammography Compliance	Aug 08, 2015	77.18 %	●		75.00 %
Vascular Pts Receiving Optimal Care w/Statins	Aug 08, 2015	59.06 %	●		61.00 %
Childhood Immunization Compliance	Aug 08, 2015	82.61 %	●		80.00 %
Colorectal Cancer Screening Rate	Aug 08, 2015	71.41 %	●		73.00 %
Depression Remission Rate at Six Months	Aug 10, 2015	18.66 %	●		16.00 %
Asthma Optimal Care (Children 5-17)	Aug 08, 2015	62.18 %	●		
Asthma Optimal Care (Adults 18-50)	Aug 08, 2015	57.68 %	●		
Tobacco Counseling at Visit Documented	Aug 08, 2015	70.53 %	●		
BMI Counseling at Visit Documented	Aug 08, 2015	10.53 %	●		



## Patient Safety

KPI	Time	Value	Eval	Sparkline	Target
HCAHPS Hand Hygiene	May - Jul	67.49 %	●		65.30 %
CLABSI / 1000 Central Line Days	Mar - May	0.46	●		0.50
CAUTI / 1000 Foley Days	Mar - May	1.15	●		1.50

## Inpatient Measures

KPI	Time	Value	Eval	Sparkline	Target
Inpatient Stroke % All Measures Met	Apr - Jun	93.38 %	●		
Hospital CHF 30-Day Readmission	Feb - Apr	19.15 %	●		
Hospital AMI 30-Day Readmission	Feb - Apr	12.38 %	●		
Hospital Pneumonia 30-Day Readmission	Feb - Apr	12.23 %	●		
Hospital COPD 30-Day Readmission	Feb - Apr	15.45 %	●		
Hospital Total Hip/Knee 30-Day Readmission	Apr - Jun	1.44 %	●		
Inpatient Overall Mortality Rate	Mar - May	2.47 %	●		

## Patient Experience

KPI	Time	Value	Eval	Sparkline	Target
HCAHPS Overall Hospital Rating	Apr - Jun	74.63 %	●		75.00 %
CGCAHPS Patient's Rating of Provider	Apr - Jun	80.56 %	●		82.00 %

## Access

KPI	Time	Value	Eval	Sparkline	Target
ED Left Without Being Seen	July, 2015	1.84 %	●		1.70 %

## Measures Under Development

KPI	Time	Value	Eval	Sparkline	Target
COAT Patients with a Care Plan	Coming Soon!		●		
CGCAHPS Hand Hygiene	Coming Soon!		●		
Mislabeled Specimens	Apr - Jun	37.00	●		0.00
Case Mix Index	July, 2015	1.49	●		1.35

# 50-year-old man comes to see Dr. Whitcomb for a physical.





# Discussion with patient on the importance of colon cancer screening.



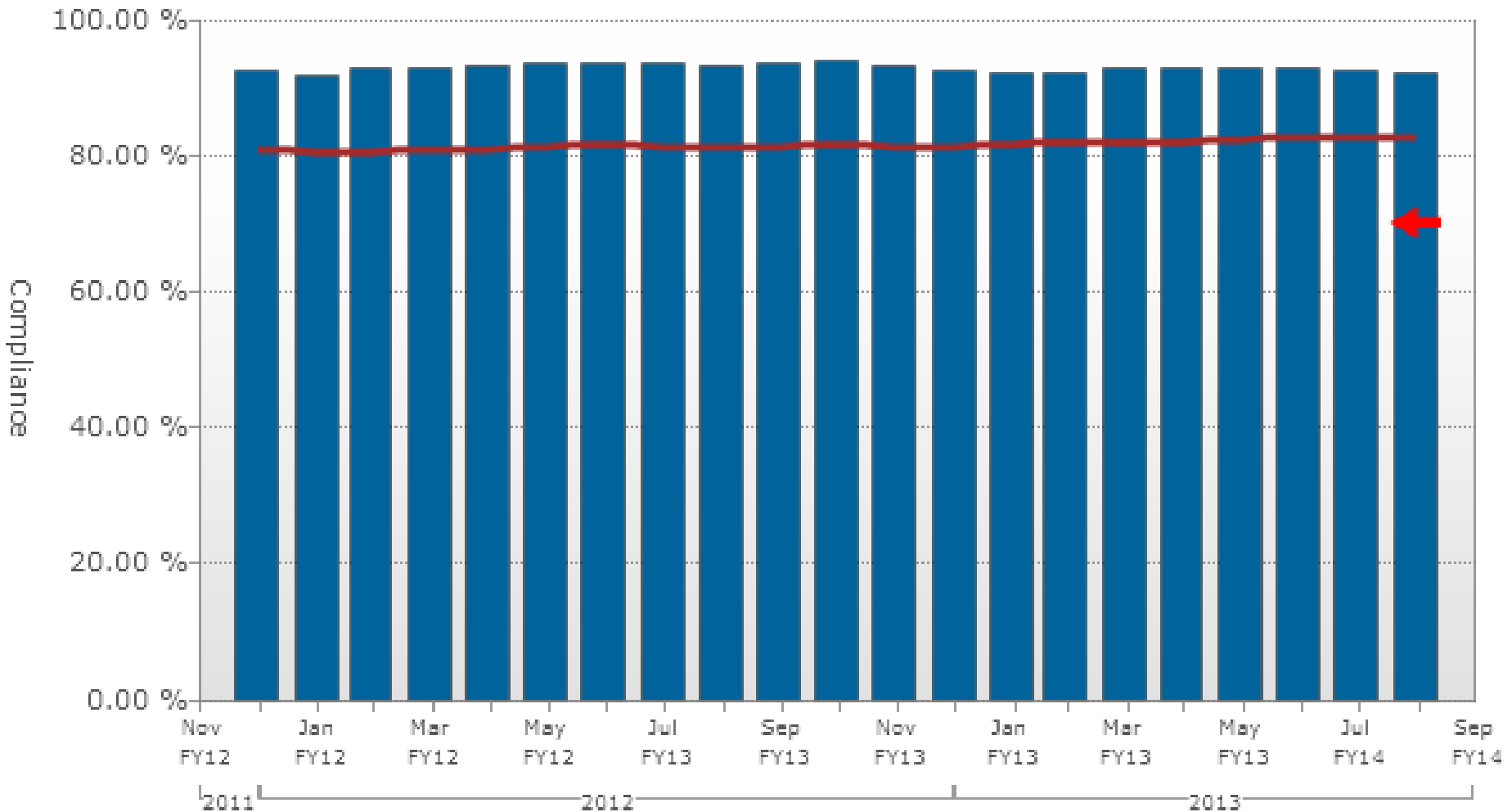
Patient is reluctant to have  
colonoscopy – doesn't have time,  
doesn't like the idea.



Provider	Value	Eval	Sparkline	Patients
WHITCOMB, MICHAEL L	91.99 %			749



# How is Dr. Whitcomb Doing?



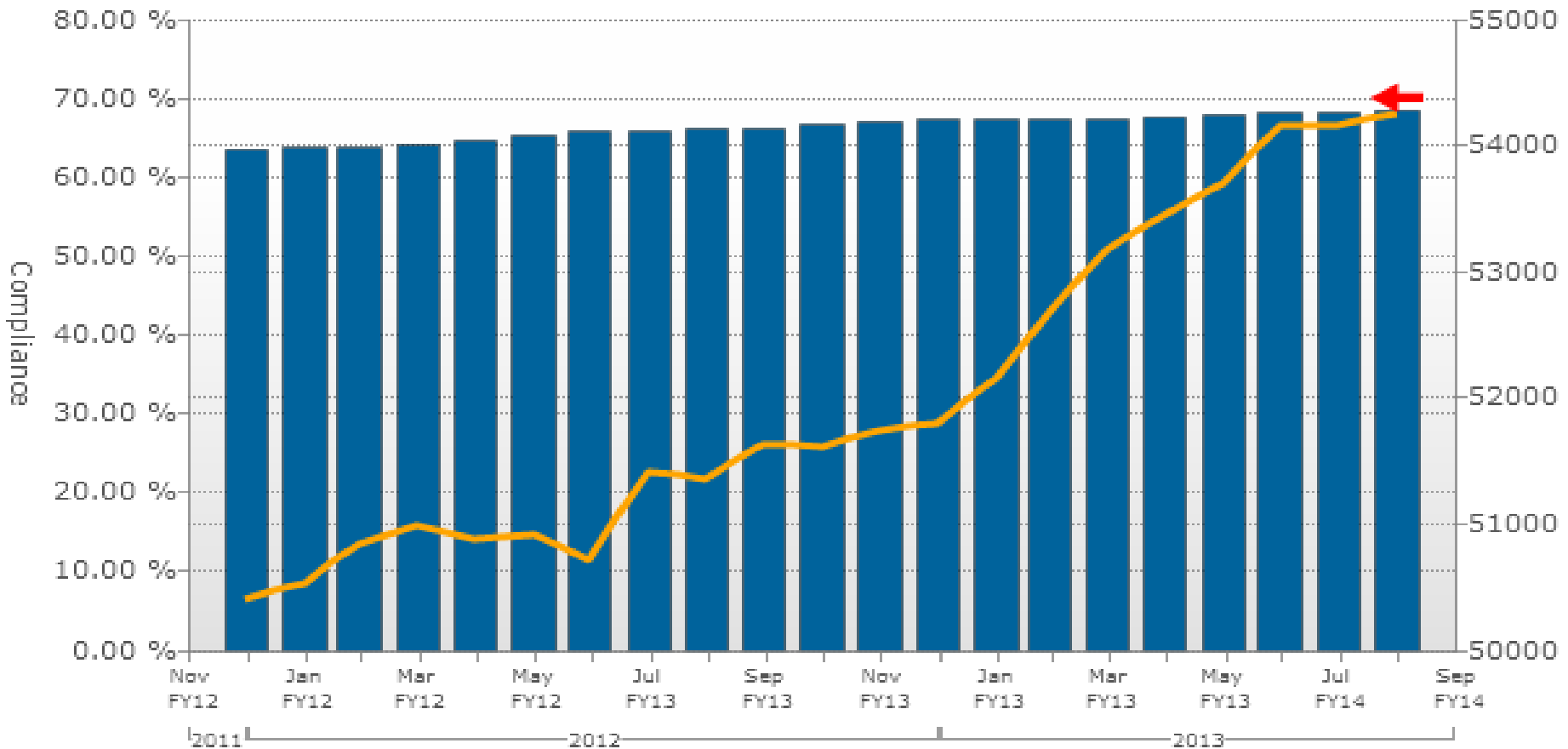


# How is 1<sup>st</sup> Street Internal Medicine Doing?

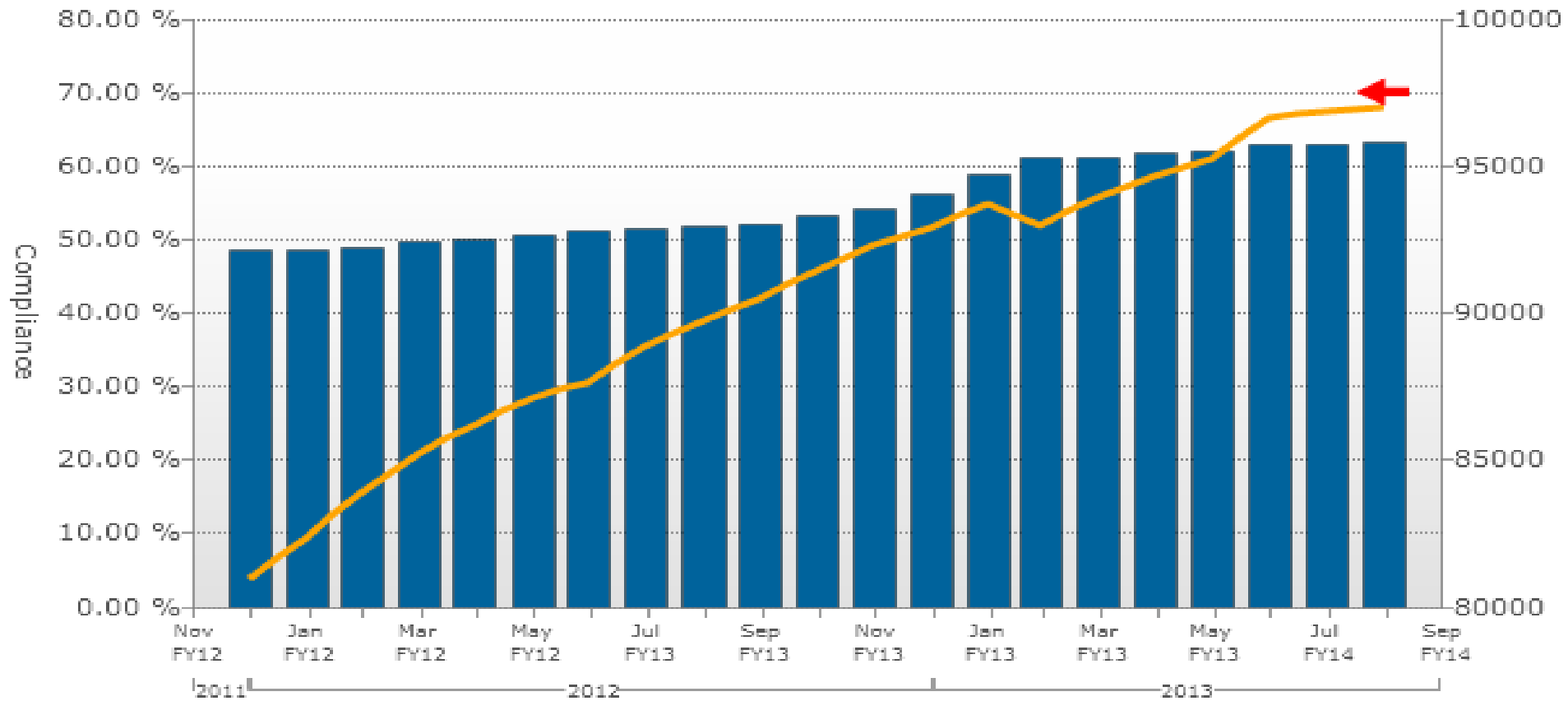
Provider	Value	Eval	Sparkline	Patients
PETERSON, ALAN L	75.00 %			4
HAHN, GENE	77.08 %			576
PEASLEE, ERNEST M	77.25 %			668
IWU, OKECHUKWU N	79.21 %			279
GOOD, PETER A	81.00 %			637
DIAZ, JOSEFINO C	81.74 %			586
JORGENSON, JAMES N	82.13 %			1,108
HOLCOMB, JOHN F	82.16 %			370
KAMAL, SHEHLA A	84.40 %			218
KNIGHTON, PRISCILLA E	84.67 %			613
DEPENTHAL, CHRISTINE	86.80 %			727
LAO, MARIA L	87.92 %			389
WHITCOMB, MICHAEL L	91.99 %			749
NEPHEW, STEPHANIE J	100.00 %			1



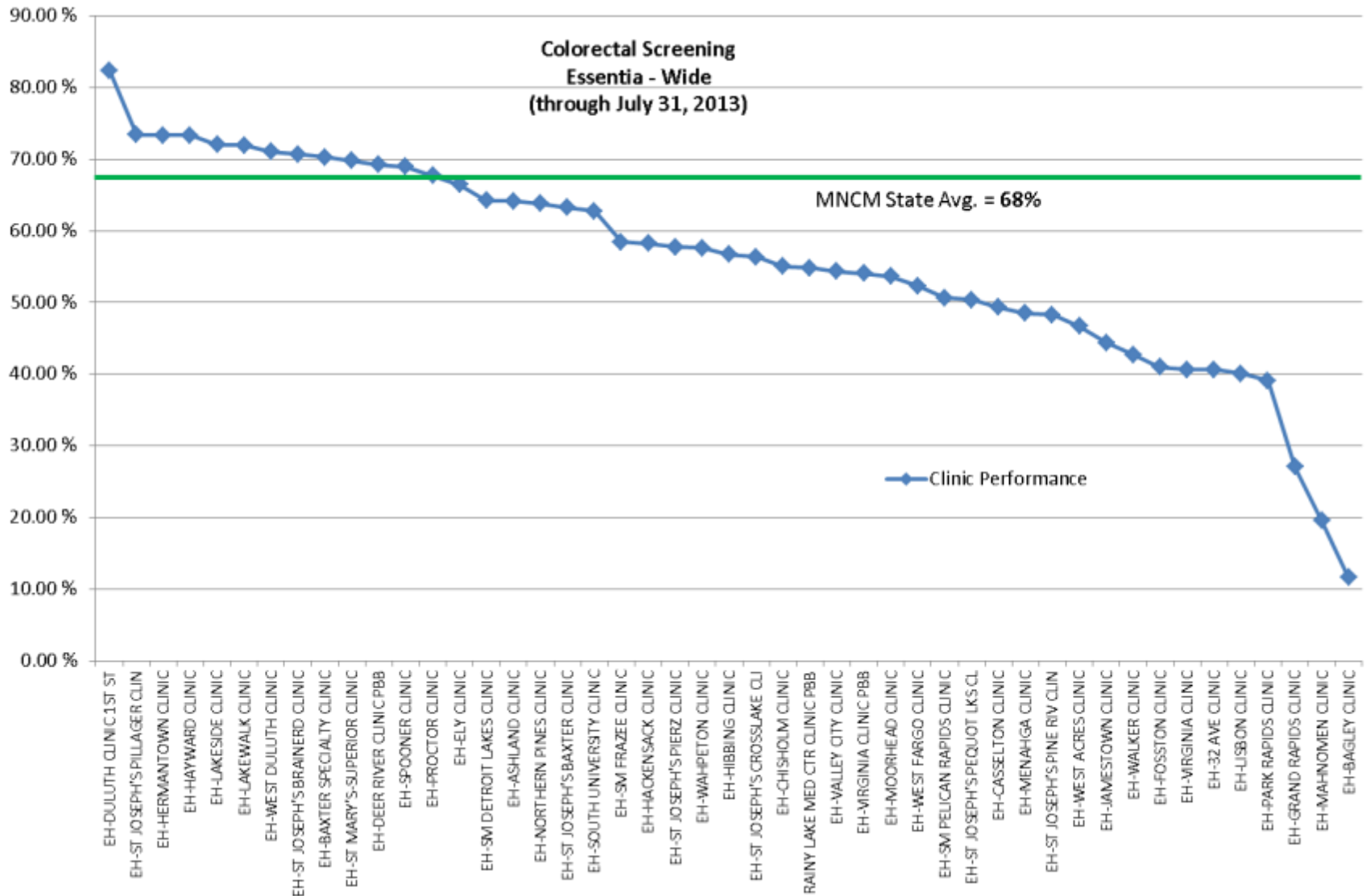
# How is East Region Doing?



# How is Essentia Doing?



# Colorectal Screening



# We are Called to Make a Healthy Difference in People's Lives

How are 97,000 patients eligible for  
colonoscopy doing?



# 96,978 people

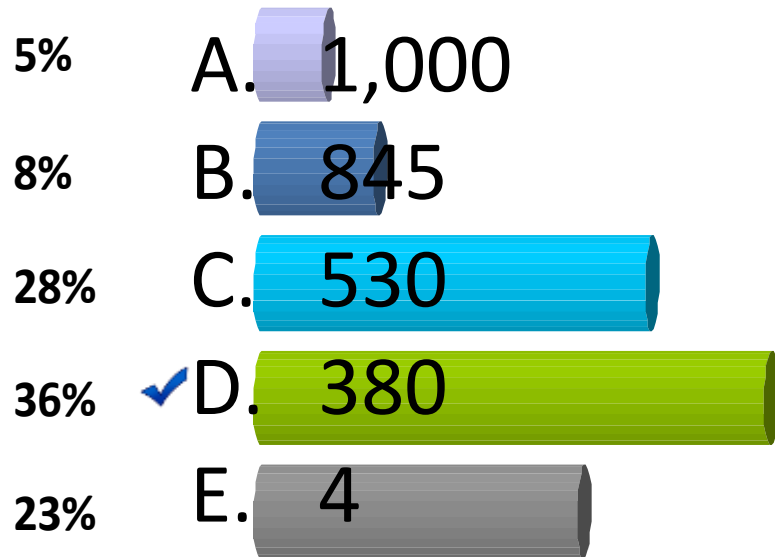
63.26%

61,348

35,630



# How many colonoscopies do we have to perform to save 1 year of life?



# If we screen all eligible

8,908

- ....years added to the lives of our  
Essentia population



3.25 million days



500,000

97,000

55,000

7,500

745

Patient

1

Data Analytics

ACO Contracting

Care Innovation

ID Metric Gaps

Resourcing

Care Model Communication

Mgmt. Oversight

Ensuring Model Adherence

Workflow- Model Adoption

Huddles

CARE TEAM

Cue up Communication

Work Lists – Closing Care Gaps

PHYSICIAN, APN,

Engagement Awareness

Focus on Clinical

Competencies &

Excellence

Visioning

Strategy

Care Model Formation

Community Health

Spread /Replication

Standardization

Variation Reduction Coaching

Care Management

Closing Metric Gaps

SYSTEM

REGION/DIVISION

CLINIC/HOSPITAL

CARE TEAM

PHYSICIAN, APN,





# Managing the Health of a Population

- Patient in my office today
- Patient's attributed to a physician
- Patient's attributed to a clinic
- Patient's served in a region
- Patient's seen in our system
  - People in the community
    - We are called to make a healthy difference in peoples lives
    - We are accountable for peoples care



# Clinic (Ambulatory) Quality Measure Report Card

FY

Quality Measures/ Optimal Care Standards	Total patients in each category	Patients meeting standards	Comparative Data	Impact of meeting standards
<b>Hypertension</b> <ul style="list-style-type: none"> <li>Blood pressure under 140/90</li> </ul>	68,015	56,908 82.77%	* National average	<ul style="list-style-type: none"> <li>455 lives saved</li> <li>849 strokes prevented</li> <li>569 heart attacks prevented</li> </ul>
<b>Diabetes</b> <ul style="list-style-type: none"> <li>Blood pressure under 140/90</li> <li>A1C level under 8</li> <li>★ No tobacco use</li> <li>Take daily aspirin</li> </ul>	18,424	8,946 48.56%	47.7% Minnesota state average	2,000 fewer micro-vascular complications <ul style="list-style-type: none"> <li>Fewer amputations</li> <li>Less vision loss</li> <li>Less kidney disease</li> </ul>
<b>Vascular (heart) disease</b> <ul style="list-style-type: none"> <li>Blood pressure under 140/90</li> <li>★ No tobacco use</li> <li>Take daily aspirin</li> </ul>	11,076	7,300 65.91%	66.9% Minnesota state average	<ul style="list-style-type: none"> <li>Fewer heart attacks</li> <li>Fewer strokes</li> <li>Less angina</li> </ul>
<b>Colon cancer screening</b> <ul style="list-style-type: none"> <li>Up to date on colon screening, starting at age 50</li> </ul>	97,517	69,429 71.2%	58.20%** National average	18,525 life years gained (if you catch a polyp at age 50, that could add 30 years to your life)***

\* Hypertension among adults in the U.S.: National Health and Nutrition Examination Survey, . NCHS brief number . National Center for Health Statistics, Centers for Disease Control and Prevention, U.S. Department of Health and Human Services, .  
 \*\* <http://www.cdc.gov/media/releases/ /p -cancer-screening.html>  
 \*\*\* <http://www.uspreventiveservicetaskforce.org/Page/Document/RecommendationstatementFinal/colorectal-cancer-screening>



# Moving From Providing Care to Managing Health

An Example of Service Line/Chronic Care Pop Mgmt  
Spine Patients

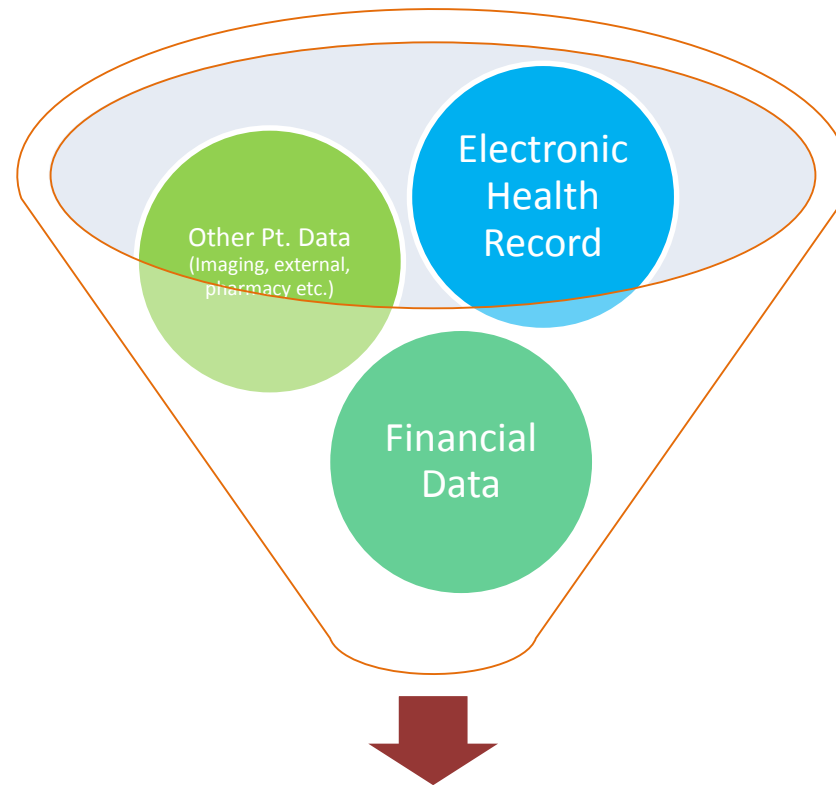


# Why Health Care Data is so Challenging to Analyze

- Data exists in multiple places and formats
  - Electronic Health Record
  - Radiology Platforms
  - External Sources
  - Claims and Financial Data
  - Images
  - Text
  - Numeric
- Data is structured and unstructured
  - Data may or may not be retrievable dependent upon how it is entered
- Data definitions may vary
  - ‘Apples to apples’ comparisons difficult
- Regulatory and Evidence-Based practice changes frequently
  - Hard to keep current



# Data Integration is Necessary for Driving Analytics



**Data Warehouse** (one  
repository for ALL data)



# Using Real Time Data to Answer Clinical Questions

*(Example)*

- How many patients do we have with a spine condition?
- Where are they receiving their care?
  - Are they going to the emergency room to often for care?
- Do we have too many spine patients on opioids?
- Are we positively affecting their quality of life?



# Real Time Data

## (Refreshed Weekly)



### 10072 (Weekly) Spine Patient Attributes: Spine Overview

\*\* This report tab is interactive. The graphs will change when an item(s) is selected in any of the tables displayed. To remove a specific filter, click on the button "Clear filters" at the left for that input Control data item. \*\*

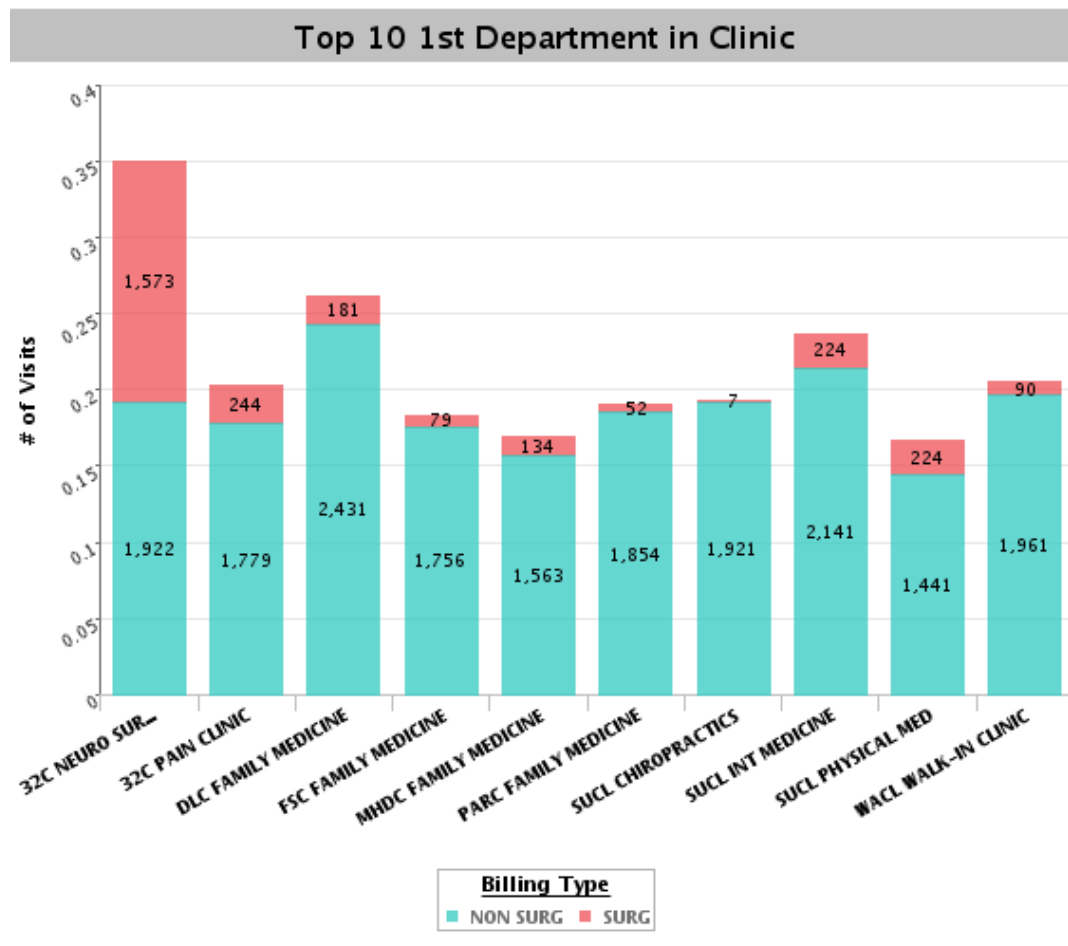


Run Date: 4/2/17

\*\*\*PATIENT CONFIDENTIAL\*\*\*

Page: 1 of 1

# Where Patients are Seen



# Examples of Information Available

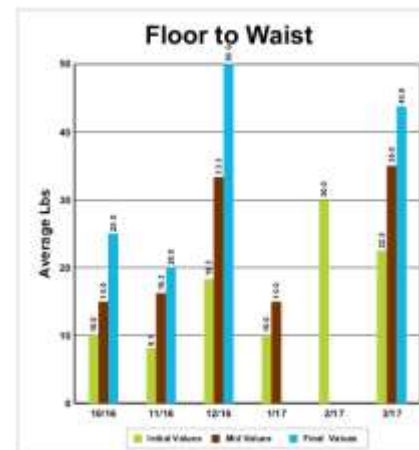
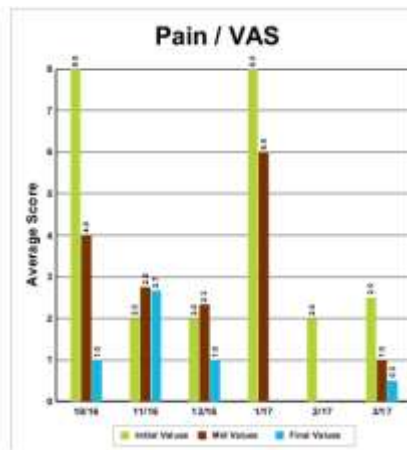
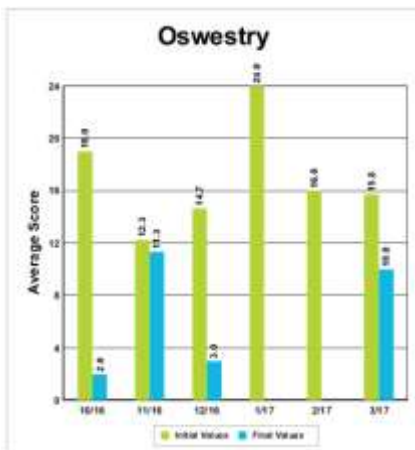
- **29,455** unique patients visited Essentia West in the last 24 months for a spine problem
- **87** (0.3%) patients sought the Emergency Department for their spine problem for a total of 1400 visits in the last 24 months
- **24** of those patients are currently on an opioid medication for pain

## Result

Spine Navigator selects those 87 patients for care coordination program with specific emphasis on the 24 receiving opioids to ensure timely access and that clinical quality indicators are being met.

# Outcomes Measurement

Data integration provides the ability to demonstrate clinical improvements for spine patients in mobility, endurance and pain as the appropriate clinical interventions are applied.



# Value of Integrating Data in the Health Care Organization

- Ability to examine clinical variation and drive care improvements
- Ability to better understand the correlation between costs and outcomes
- Increased confidence in projecting cost and outcomes for payers
- Data transparency drives clinician engagement
  - Ability to see results of clinical initiatives
- Return on Investment for dollars spent implementing the EHR



# Moving From Providing Care to Managing Health

Medicare Shared Savings Program  
Example



# MSSP Tier 3

- 28,000 enrollees
  - Healthy Planet
    - Rolling 12 month cost
    - Unplanned Admission Risk Score
    - HCC Diagnosis
    - AWW – keep patients attributed
    - Pop Health clinician identify, recommend, hand-off to Primary Care







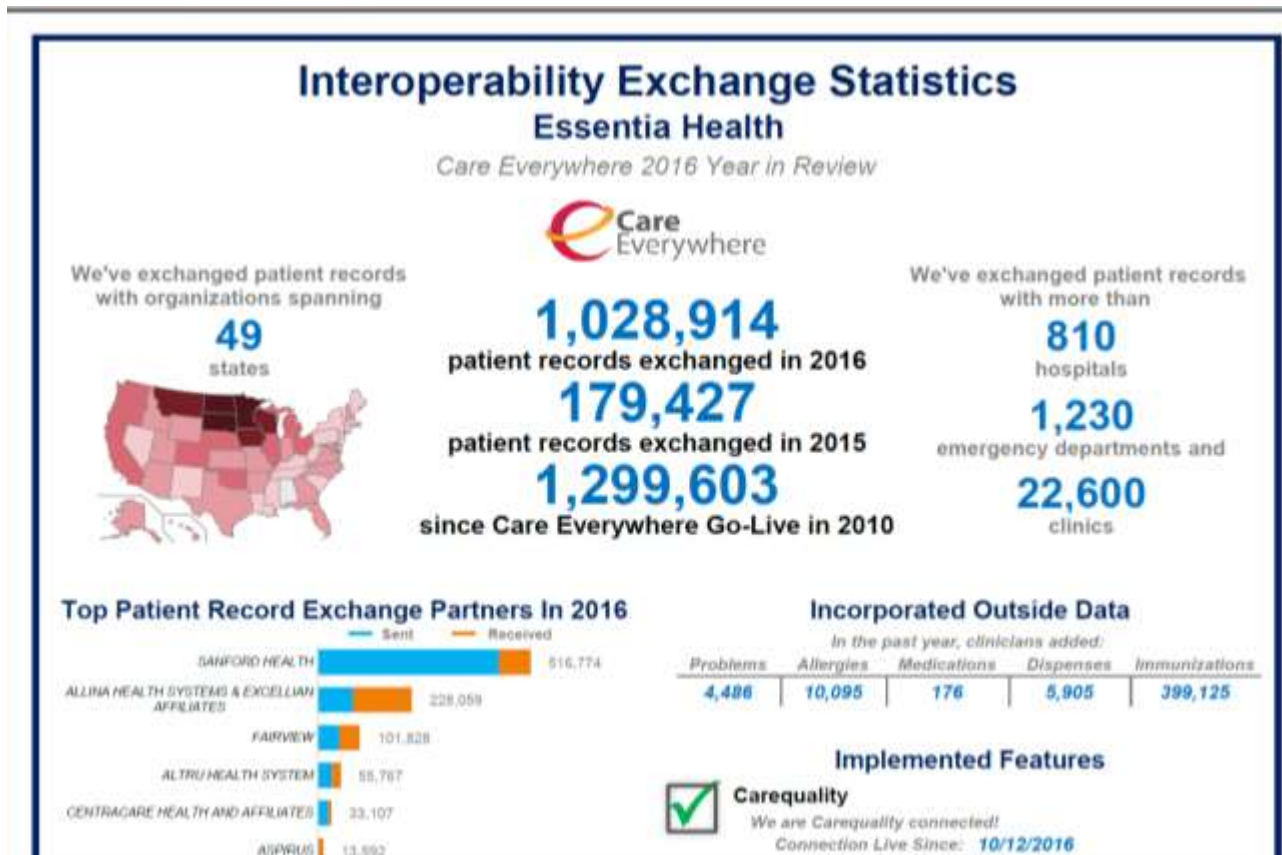
# Interoperability



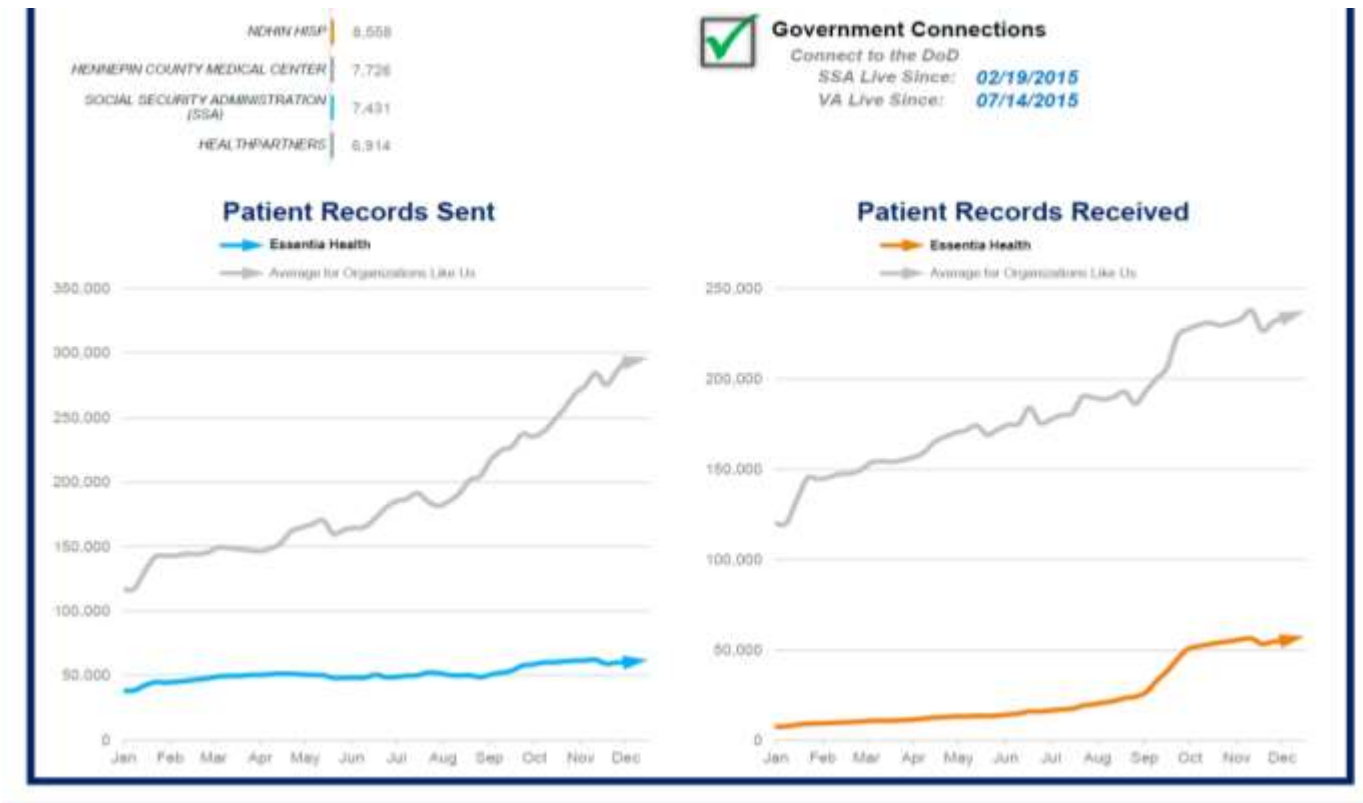
**Essentia Health**

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# Interoperability



# Interoperability



# Interoperability

- What's changed?
  - Annual consent
  - Implemented discrete data exchange and reconciliation
    - Previously only exchanged continuity of care documents
  - Implemented auto-query
    - Nightly process that queries available records for scheduled patients the next day and presents those records to the care team.





# Online Patient Experience

## Digital Marketing Strategy



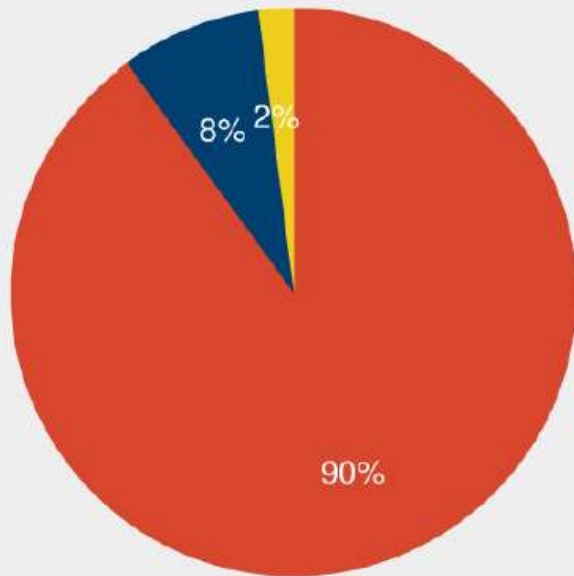
**Essentia Health**

Here with you

# Online Patient Experience:

## Shift to a New Care Delivery Model

Current State



On site Care

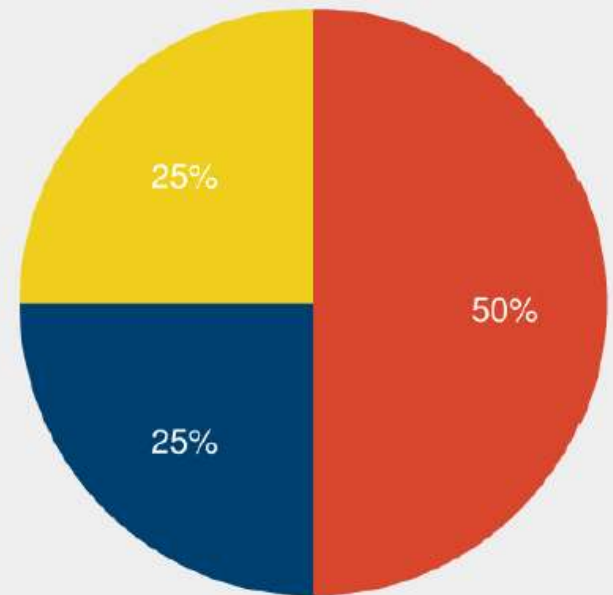


Online Self-Service



Online Care

Future State



# Online Patient Experience



## Resource Six Key Areas



Innovative Care Delivery



MyHealth



Digital Marketing



Website Redesign



Reputation Management



Leadership/Staffing



# The Simple Truth





# Why is Digital Marketing Effective?



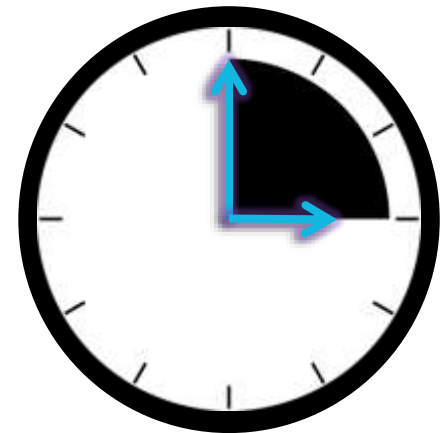
Messages are broadcast to consumers without their expressed interest.

Information is readily available 24/7 to consumers when they are actively searching for it.

# Meet Patients Where They Are

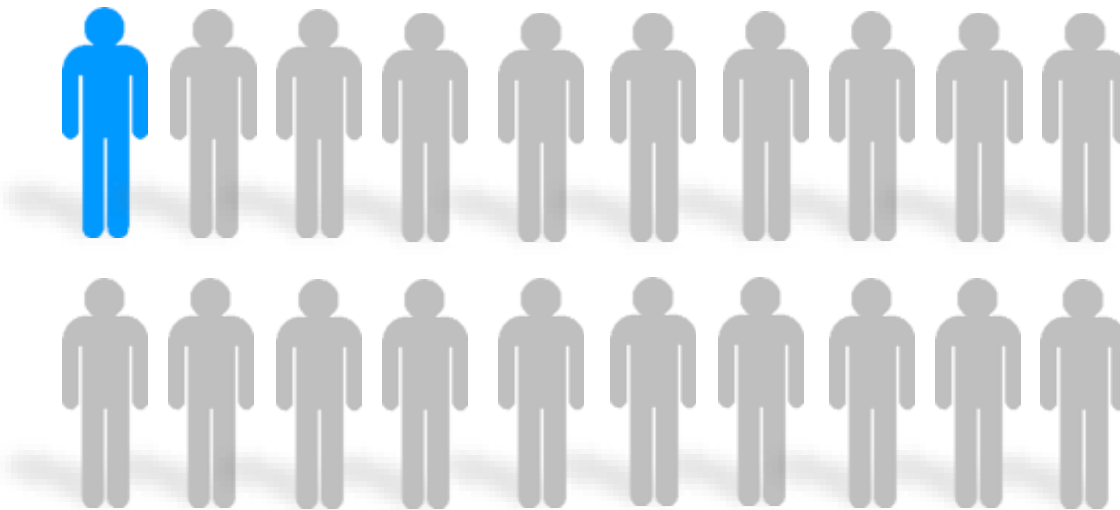


People spend an average of 3 hours a day on mobile devices



# Health-Related Google Searches

1 in 20



# Digital Marketing Strategy

Make it easy for people to:

1. Find accurate information about us online.
  - Maintain accurate online listings.
  - Rank high in search results.
2. Communicate/engage with us online.
3. Learn about/access our services online.



# Monitor and Maintain Online Listings

Primary Listings

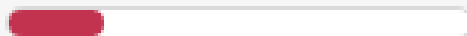
Other Citations

Statistics



21%

Listing Score

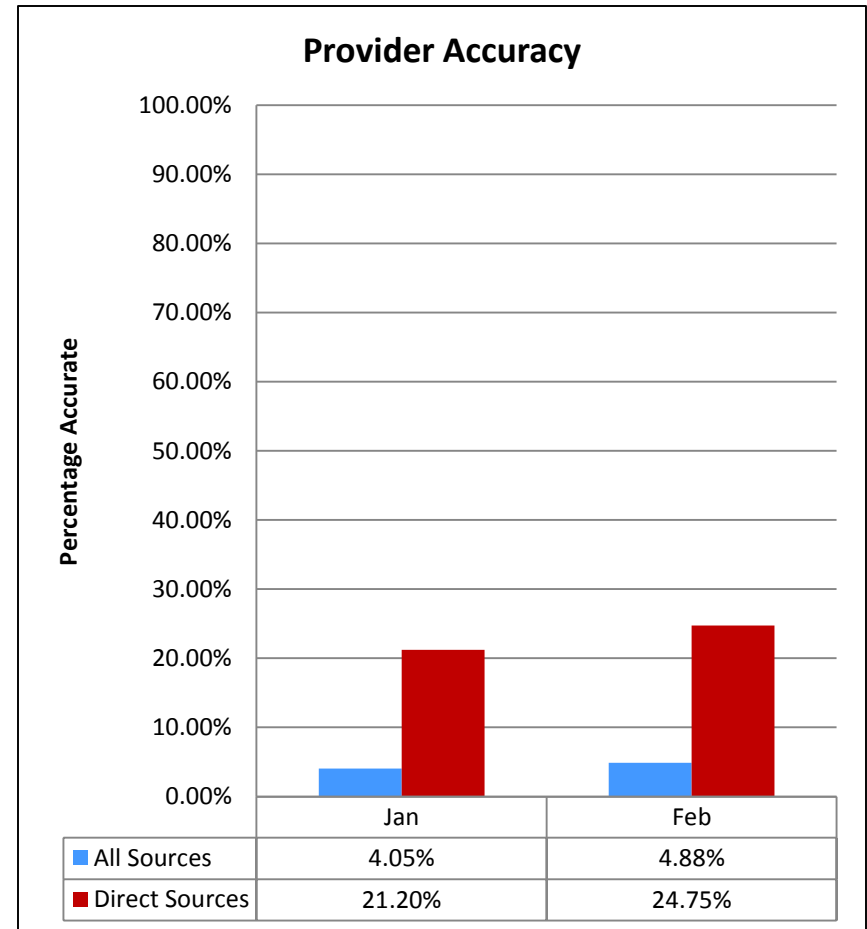
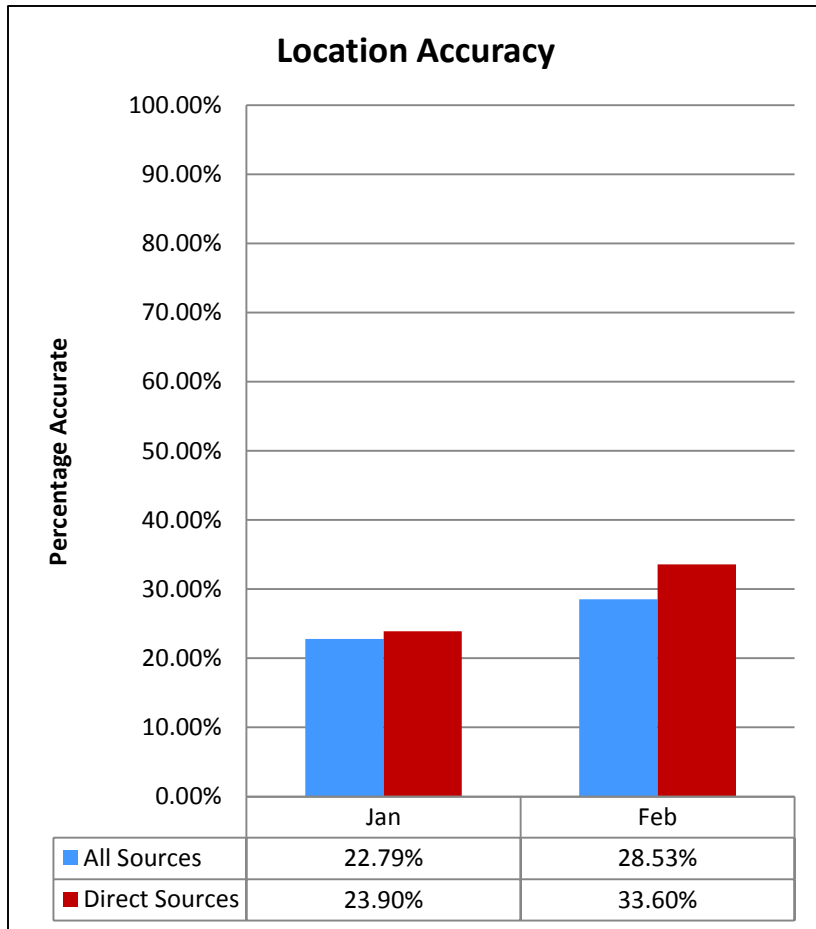


<input type="checkbox"/> Accurate	3
<input type="checkbox"/> Found with Possible Errors	8
<input type="checkbox"/> Not Found	16

**Total Listing Sources** 27



# Location and Provider Listings



# Rank High in Search Results

The image shows a Google search interface for 'lakewalk clinic duluth'. The search results are divided into two main sections: organic search results on the left and a Google My Business listing on the right.

**Organic (SEO) Results:**

- Essentia Health - Lakewalk Clinic** (Paid Ad):  
www.essentiahealth.org/ (218) 576-0100  
Experience Personalized Care, Listening & Understanding Your Needs Above All. Close To Home. Now Accepting Patients. Integrated Health System.
- Essentia Health-Lakewalk Clinic (Duluth) | Find a Clinic/Hospital ...**  
www.essentiahealth.org/lakewalkclinic/...clinic/essentia-health-lakewalk-clinic-duluth-4...  
Essentia Health-Lakewalk Clinic provides primary and specialty care services to residents of Duluth, Minnesota, and the surrounding area. The clinic, which ...
- Family Medicine / Primary Care | Essentia Health-Lakewalk Clinic ...**  
www.essentiahealth.org/lakewalkclinic/family-medicine.aspx  
Essentia Health-Lakewalk Clinic (Duluth). Family Medicine and Primary Care services at Essentia Health. +What is it? +Who to see. The family medicine and ...
- Essentia Health | Essentia Health-Lakewalk Clinic (Duluth)**  
www.essentiahealth.org/lakewalkclinic/home.aspx  
Essentia Health is an integrated health system serving patients in Minnesota, Wisconsin, North Dakota and Idaho. Guided by the values of quality, hospitality, ...
- Neuropsychology | Essentia Health-Lakewalk Clinic (Duluth)**  
www.essentiahealth.org/lakewalkclinic/neuropsychology.aspx  
The neuropsychologists at the Essentia Health-Lakewalk Clinic diagnose and treat issues and changes in how your brain functions and potential impacts those ...

**Google Listing:**

- Essentia Health-Lakewalk Clinic**
- 4.0 ★★★★★ 1 Google review
- Medical clinic in Duluth, Minnesota
- Address: 1502 London Rd, Duluth, MN 55812
- Phone: (218) 576-0100
- Hours: **Closing soon** 8AM-8PM
- 1 Google review

Paid (Ad)

Organic (SEO)

Google Listing




# Digital Marketing Strategy


Make it easy for people to:

1. Find accurate information about us online.
2. Communicate/engage with us online.
  - Monitor and respond to online reviews.
  - Engage with patients via social media.
3. Learn about/access our services online.



# Online Ratings and Reviews

 www.ZocDoc.com



**Dr. George Clooney**  
*Emergency Medicine*


Essentia Health-St. Mary's Medical Center  
407 E 3rd Street  
Duluth, Minn.

★ ★ ★ ★ ★

### REVIEWS

★ ★ ★ ★ ★ **I waited for over an hour and Dr. Clooney was rude and wouldn't even look me in the eye.**

*Karen McArthur - Duluth, Minn.*

 www.ZocDoc.com



**Dr. George Clooney**  
*Emergency Medicine*

Essentia Health-St. Mary's Medical Center  
407 E 3rd Street  
Duluth, Minn.

★ ★ ★ ★ ★

### REVIEWS

★ ★ ★ ★ ★ **I waited for over an hour and Dr. Clooney was rude and wouldn't even look me in the eye.**

*Karen McArthur - Duluth, Minn.*

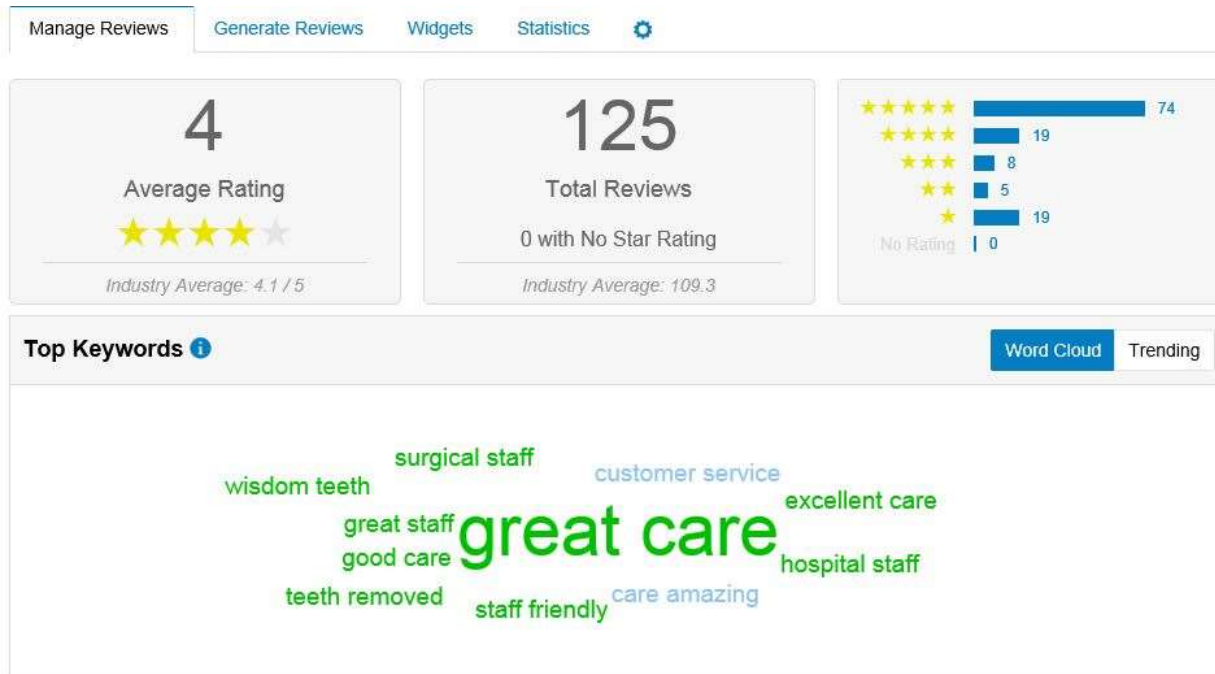
1 reply from Essentia Health

**I am so sorry to hear of your negative experience. Your feedback is important and I would welcome the opportunity to talk with you by phone. I can be reached at 555-555-5555**

*- Andrew with Essentia Health*



# Monitor and Respond to All Reviews



April Y. Thompson reviewed your business on [facebook.com](#)



**Great hospital. Great care. The staff were really professional. I would recommend this hospital.**

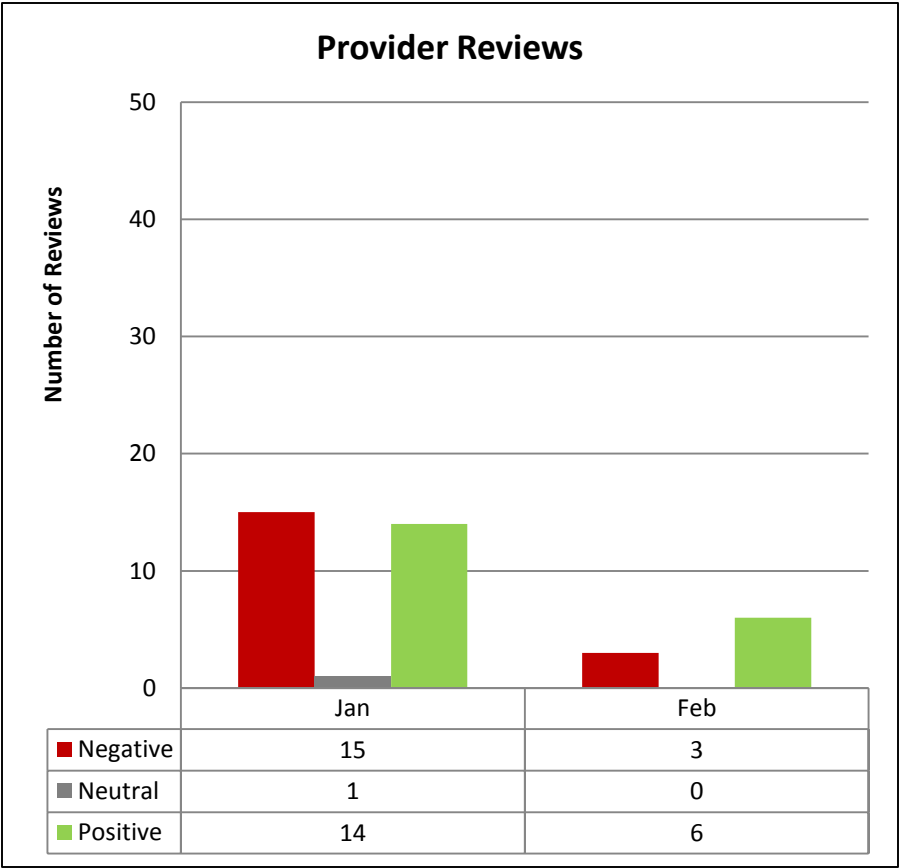
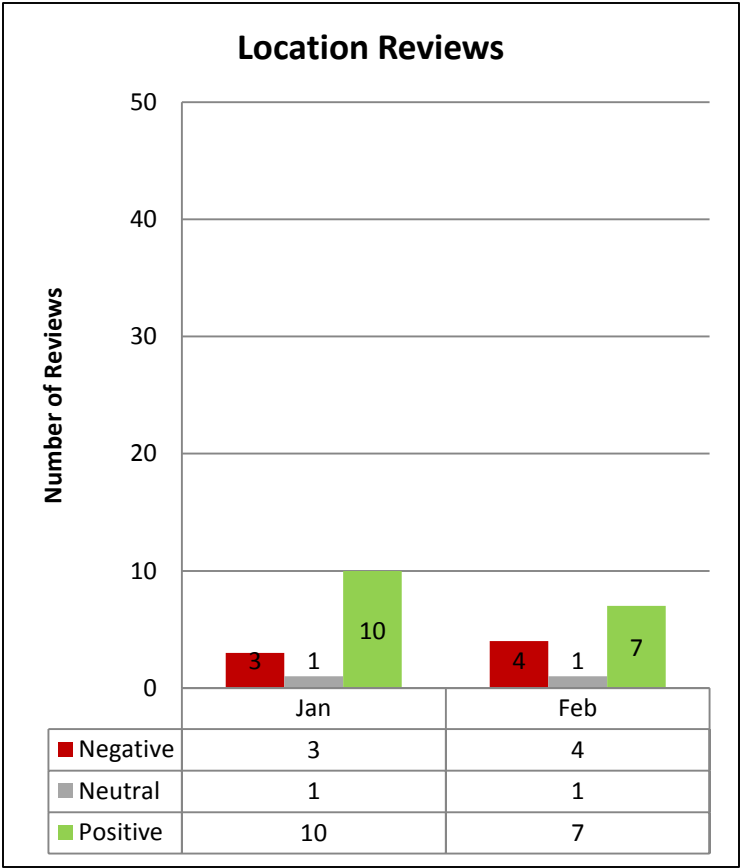
Great hospital. Great care. The staff were really professional. I would recommend this hospital.

**ACTION REQUIRED**

a year ago



# Location and Provider Reviews

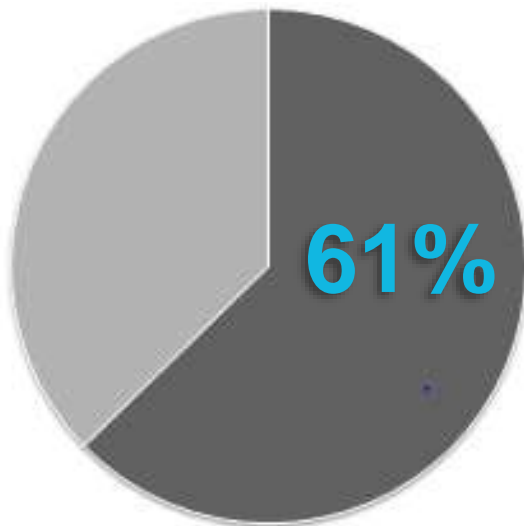


# Solicit Reviews

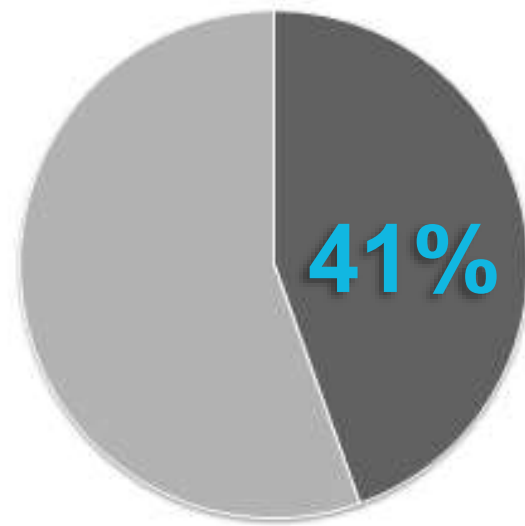
Only 3% of people will post an unsolicited review.



# Word of Mouth Matters



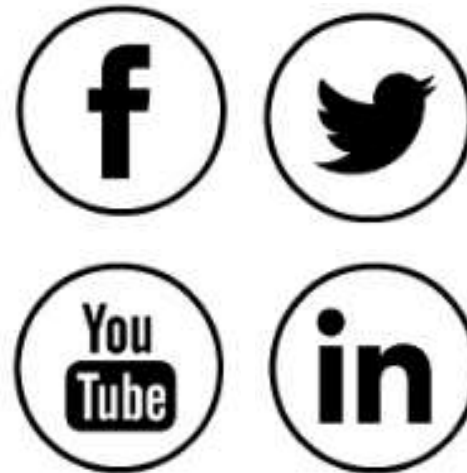
Patients who look at online reviews before selecting a doctor



Patients who say ratings are very important to making a decision.



# Engage With Patients Via Social Media





**Essentia Health** added 4 new photos.

Published by Andrew Hammer [?] · November 27 at 10:36am · 🌐

An organization is only as good as its people. We're so grateful to add these outstanding members to our team. Learn more by browsing their photos and leave a comment.



© 2011



**Essentia Health**  
Here with you



**Essentia Health**

Published by Andrew Hammer [?] · February 22 at 12:13pm

After getting a cut, it can be difficult to tell if you need to see a doctor. Essentia Health urgent care physician Dr. Deb King suggests using these general guidelines.

## Do I need stitches?



### **SEEK TREATMENT IF THE WOUND:**

- Is more than 1/4 inch deep and 3/4 inch long.
- Is down to the fat, muscle, bone, or other deep structures.
- Is located over a joint.
- Bleeds after 15 minutes of direct pressure.
- Is on an area where you would be worried about scarring.
- Is jagged or gaping open.



**Essentia Health**

Here with you





**Essentia Health** added 26 new photos.

Published by Andrew Hammer [?] · October 18 · 🌐

The DAISY Award For Extraordinary Nurses honors the super-human work nurses do for patients and families every day. Pictured are some of our past DAISY Award winners. We have the best nurses! <http://ow.ly/i7K8305bone>

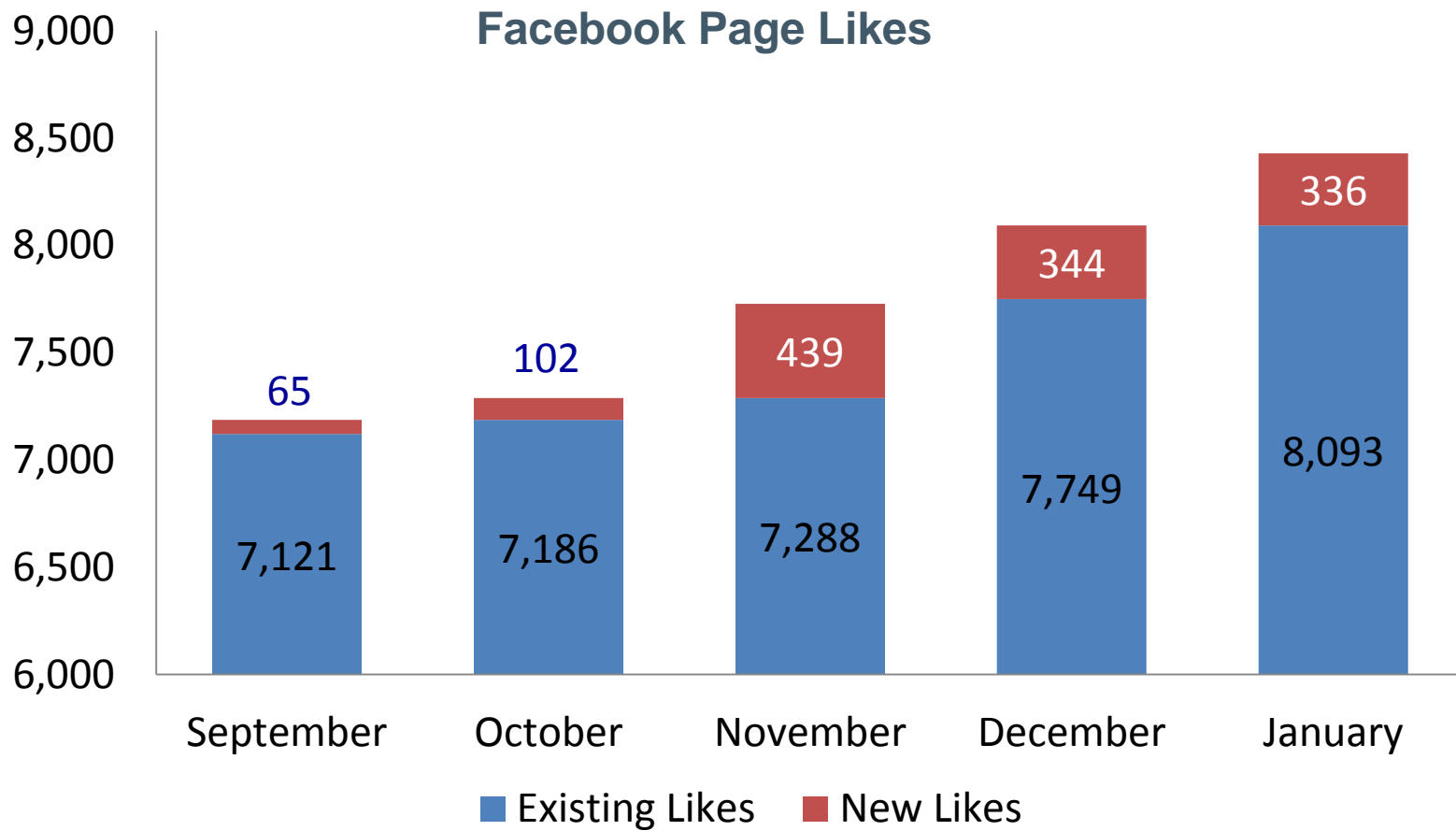


© 2011



**Essentia Health**  
Here with you

# More Likes = More Reach





**Essentia Health**

Published by Andrew Hammer [?] · December 23, 2016 · 🌐

Meet Ethan, a six year old who embodies the spirit of giving. After discussing with his parents, Ethan decided to use his 6th birthday party as an opportunity to collect gifts for children in the hospital during Christmas. Ethan delivered 37 gifts for kids at Essentia Health in Fargo.

Join us in thanking Ethan for his generosity by liking his photo!



**31,432** People Reached

**1,506** Reactions, Comments & Shares

<b>1,197</b> Like	<b>848</b> On Post	<b>349</b> On Shares
----------------------	-----------------------	-------------------------

<b>200</b> Love	<b>136</b> On Post	<b>64</b> On Shares
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<b>1</b> Haha	<b>1</b> On Post	<b>0</b> On Shares
------------------	---------------------	-----------------------

<b>7</b> Wow	<b>5</b> On Post	<b>2</b> On Shares
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<b>43</b> Comments	<b>28</b> On Post	<b>15</b> On Shares
-----------------------	----------------------	------------------------

<b>58</b> Shares	<b>56</b> On Post	<b>2</b> On Shares
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**1,664** Post Clicks

<b>381</b> Photo Views	<b>1</b> Link Clicks	<b>1,282</b> Other Clicks
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**NEGATIVE FEEDBACK**

<b>13</b> Hide Post	<b>4</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page



# Digital Marketing Strategy

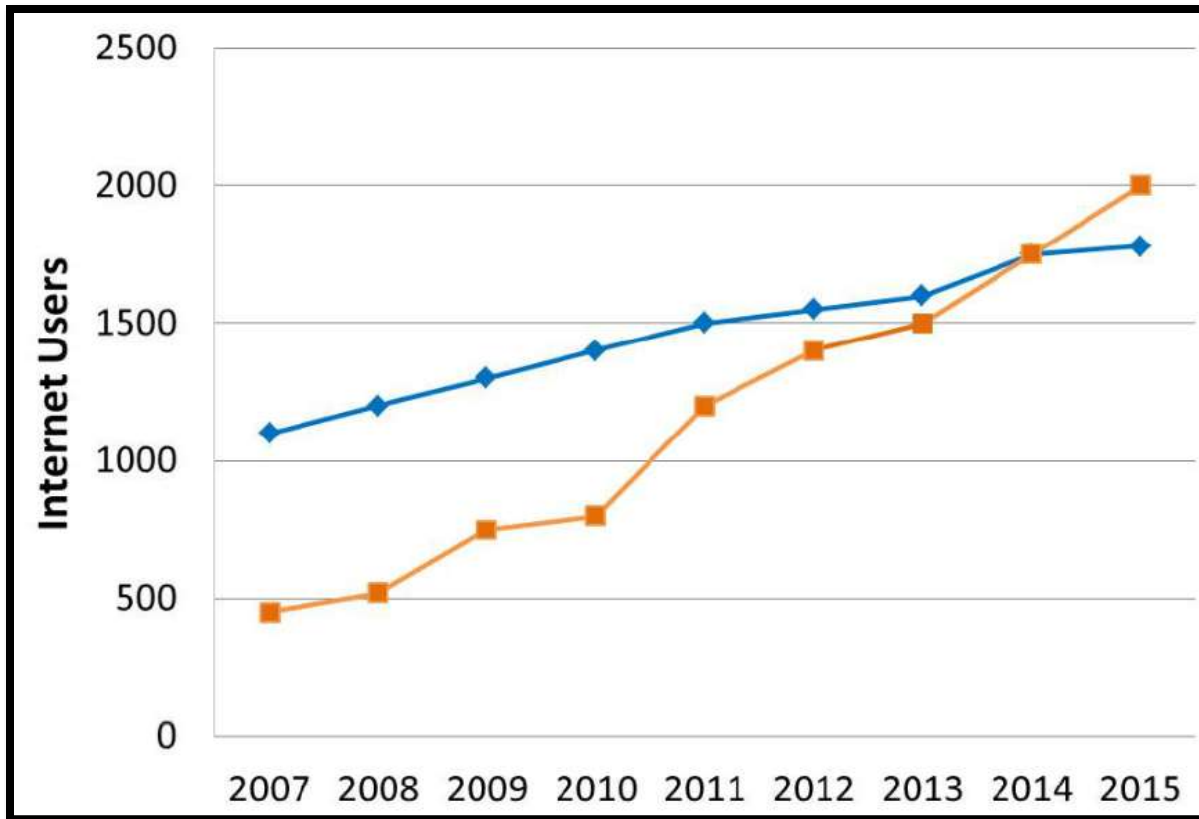
Make it easy for people to:

1. Find accurate information about us online.
2. Communicate/engage with us online.
3. Learn about/access our services online.
  - Redesign Essentia Health website.
  - Advertise our services online.

# Website Redesign – 10,000 Daily



# Mobile-First Website



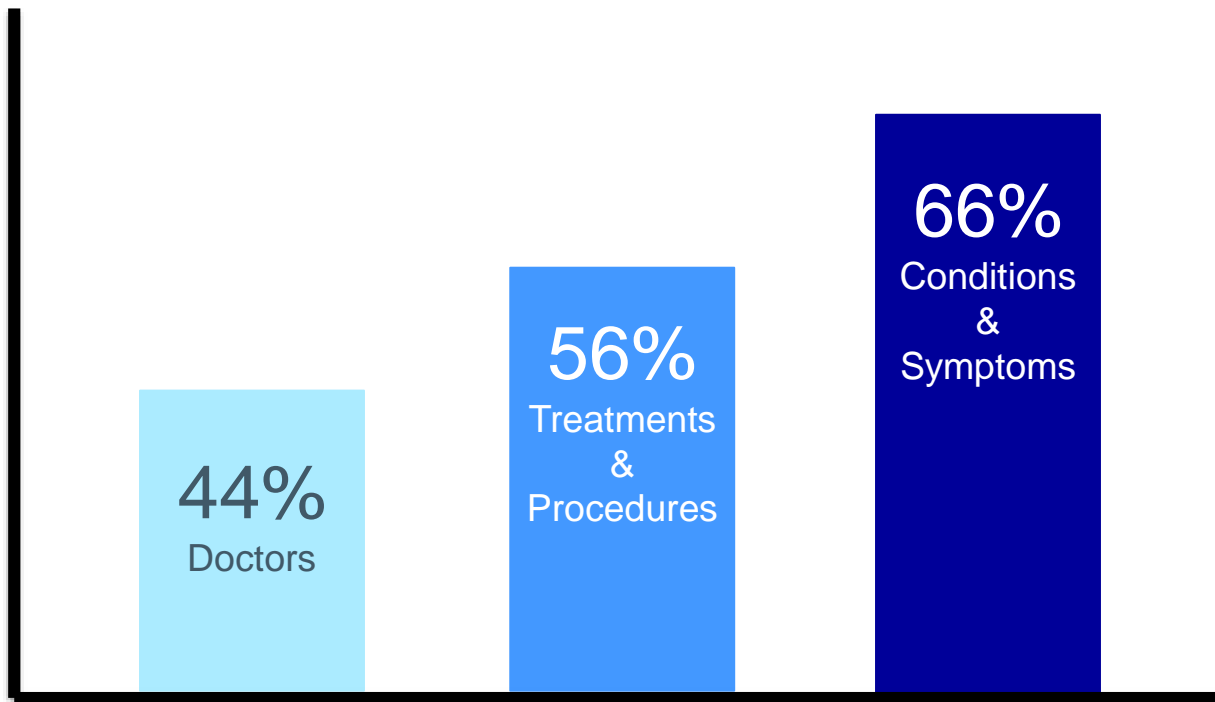
Current website designed in 2010 for desktop computers.

Mobile internet use has now surpassed desktop use.



# Improved User Experience

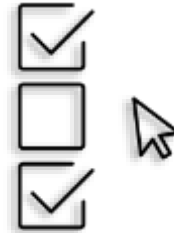
## Most Popular Searches



# Improved Access Via Online Care

## E-Visits

Patient fills out online questionnaire.



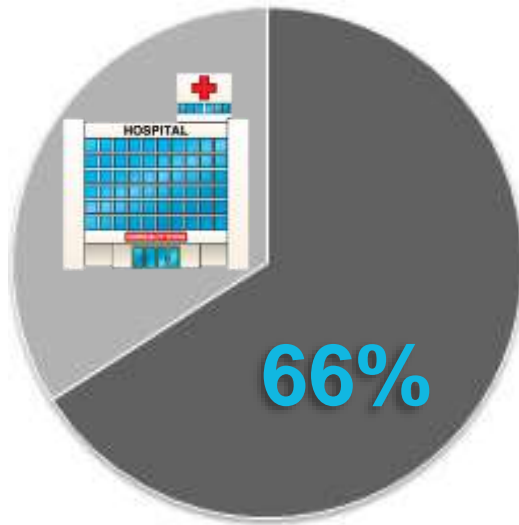
## Video Visits

Patient uses a webcam to see and speak with a medical professional.

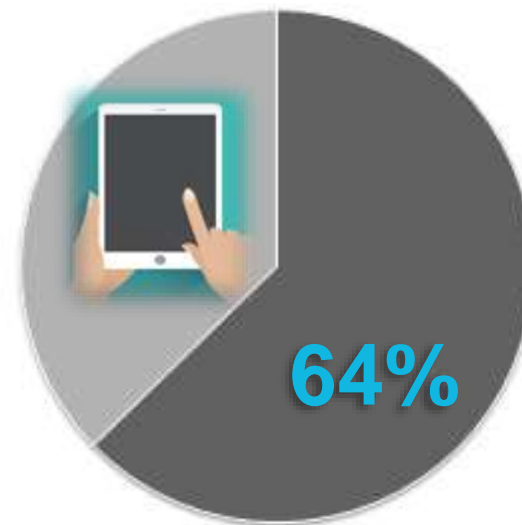




# By 2019...



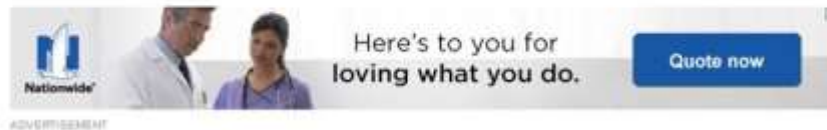
Health systems will offer self-scheduling



Patients will use self-scheduling



# Advertise Online Scheduling



## Sports

### CHICAGO BULLS 11:53 AM

#### Michael Jordan's greatest NBA Finals moments

By Chicago Tribune staff

There are memorable NBA Finals moments. And then there are Michael Jordan's NBA Finals moments. Here are the best.



Get unlimited access to sports coverage with SportsPlus

START TRIAL

### Breaking

MORE BREAKING SPORTS

CHICAGO CUBS 11:53 AM  
Wilson Contreras under Cubs' minor league microscope

CHICAGO CUBS 11:53 PM  
Wednesday wrap: Cubs 8, Phillies 1

CHICAGO BEARS 2:25 PM  
Bears rookie Jonathan Bullard learning when to take his chances

COLLEGE SPORTS 2:24 PM  
Notre Dame hires Ryan Humphrey as men's basketball assistant

BREAKING SPORTS 1:52 PM  
Some looking to profit from free tickets to Muhammad Ali services

BUSINESS 1:30 PM

Find a primary care appointment that fits YOUR schedule

3

Healthy Driven  
Edward-Elmhurst HEALTHCARE

### Trending stories



BEARS MAILBAG

How do the Bears' rookie safeties look so far?



BEARS MAILBAG

Is Pernell McPhee's knee worse than the Bears are letting on?

# Online vs. Phone Scheduling

The screenshot shows the Chicago Tribune website with a modal window titled "Next Available Primary Care Appointments". The modal has three steps: "1. Choose a Time", "2. Confirm Details", and "3. Schedule It". It includes filters for "Person", "Location", and "Day / Time", all set to "All". The date is "Monday, June 13, 2016".

Doctor	Location	9:30 AM	10:30 AM	11:30 AM	1:00 PM	2:00 PM	3:00 PM	4:00 PM
W Benjamin Rothwell, MD	Lapako - Family Medicine	more...	more...	more...	more...	more...	more...	more...
Kendria E Holt, MD	West Bank - Family Medicine	more...	more...	more...	more...	more...	more...	more...
Casin L. Troclair, NP	St. Anne - Internal Medicine	more...	more...	more...	more...	more...	more...	more...
Jack W Heidenreich, MD	Matthews - Family Medicine	more...	more...	more...	more...	more...	more...	more...
Michael J Marcella, MD	Matthews - Family Medicine	more...	more...	more...	more...	more...	more...	more...

# Online Access

- Orthopedic Example



# Facebook Content Download Ads

 **Essentia Health**  
Sponsored Like Page


Is it time to shake up your fitness routine? Try these playlists to amp up your workout.



10 playlists for a better workout.  
Download now and turn it up!

[WWW.ESENTIAHEALTH.ORG](http://WWW.ESENTIAHEALTH.ORG) Download

Like Comment Share

 **Essentia Health**  
Sponsored

Eat well. Feel great.




Try these ten foods that will make your joints happy.


[EssentiaHealth.org](http://EssentiaHealth.org) Download

Like 20 562 Comments 311 Shares

Like Comment Share

 **Essentia Health**  
Sponsored Like Page

Get on the move with less pain.



Travel comfortably with joint pain  
Download a joint-friendly travel guide.

[ESSENTIAHEALTH.ORG](http://ESSENTIAHEALTH.ORG) Download

Like Comment Share

# Display Ads



Essentia Health

Nationally Recognized Joint Replacement Care

Get back to the activities you love.

MAKE AN ORTHOPEDIC APPOINTMENT NOW

This advertisement features a man and a woman in winter gear skiing down a snowy slope. The text is overlaid on the image, with the headline and sub-headline in a light blue box and the call-to-action in an orange button.



Essentia Health

Don't run from joint pain.

Visit an Orthopedic Specialist Near You

SEARCH NOW >

This advertisement shows a man and a woman walking outdoors. The headline is in a light blue box, and the call-to-action is in an orange button.



Essentia Health

Nationally Recognized Joint Replacement Care

Get back to the activities you love.

MAKE AN ORTHOPEDIC APPOINTMENT NOW >

This vertical advertisement features the same skiing couple as the first ad. The text is arranged vertically, with the headline and sub-headline in a light blue box and the call-to-action in an orange button.



Essentia Health

Strike out joint pain.

Visit an Orthopedic Specialist Near You

SEARCH NOW >

This advertisement shows a man in a green shirt and cap sitting at a table outdoors. The headline is in a light blue box, and the call-to-action is in an orange button.



Essentia Health

Find joint pain relief.

Visit our orthopedic specialists today.

MAKE AN APPOINTMENT >

This advertisement shows two women in a gym setting. The headline is in a light blue box, and the call-to-action is in an orange button.



Essentia Health

Find joint pain relief.

MAKE AN APPOINTMENT >

This horizontal advertisement features the same two women as the previous ad. The text is arranged horizontally, with the headline in a light blue box and the call-to-action in an orange button.



Essentia Health

Don't run from joint pain.

Visit an Orthopedic Specialist Near You

>

This horizontal advertisement features the same man and woman as the second ad. The headline is in a light blue box, and the call-to-action is in an orange button.

# Paid Google Search Ads

Ready To Stop Joint Pain?

Essentia Health Orthopedics

[orthopedics.essentiahealth.info/Orthopedics/Specialists](http://orthopedics.essentiahealth.info/Orthopedics/Specialists)

Discover An Orthopedic Treatment Plan Made Just For You.

Make An Appointment.

Need A Sports Medicine Doctor?

Essentia Health Sports Med

[orthopedics.essentiahealth.info/Orthopedics/Sports-Medicine](http://orthopedics.essentiahealth.info/Orthopedics/Sports-Medicine)

Discover A Sports Medicine Care Plan Made Just For You.

Make An Appointment.

Essentia Health Orthopedics

Experience Personalized Care

[orthopedics.essentiahealth.info/Orthopedics/Specialists](http://orthopedics.essentiahealth.info/Orthopedics/Specialists)

Don't Just Pick A Doctor. Choose A Partner. Call Our

Orthopedic Specialists Now.

Get Help For Rotator Cuff Pain

Essentia Health Shoulder Care

[orthopedics.essentiahealth.info/Orthopedics/Arm-Shoulder](http://orthopedics.essentiahealth.info/Orthopedics/Arm-Shoulder)

Discover A Rotator Cuff Treatment Plan Made Just For You.

Make An Appointment.



# Landing Pages



For information on all our services,  
please visit [EssentiaHealth.org](https://EssentiaHealth.org) →

1-844-663-1068

[Clinic Locations](#) [Joint Pain/Joint Replacement](#) [Sports Medicine](#) [Healthy Living](#)

## Shoulder

### Imagine Living Life Free of Shoulder Pain

Your shoulder has the widest range of motion in your entire body. When the shoulder joint is damaged, it prohibits the arm from moving and can be very painful. The pain may present as dull or sharp, and may come on gradually or suddenly. Whether you are suffering from a torn rotator cuff or a pinched nerve in your neck, you can trust the orthopedic specialists at Essentia Health to provide advanced shoulder pain treatment.



#### Cause & Symptoms of Shoulder Pain

There are various factors and medical conditions that can cause shoulder pain, including injury or trauma, overuse from manual labor or sports, rotator cuff tendinitis, arthritis, pinched nerve in the neck or shoulder, frozen shoulder, or dislocated shoulder. You should seek professional treatment for your shoulder pain if you are experiencing the following symptoms:

- Shoulder pain performing everyday activities
- Shoulder pain at rest
- Muscle spasms
- Shoulder weakness
- Inability to move shoulder
- Swelling
- Deformed shoulder joint (dislocation)

#### Why See an Essentia Health Orthopedic Specialist?

- Essentia Health physicians have specialized training to care for patients with shoulder pain.
- Receive a treatment plan for your shoulder pain with non-surgical or surgical options.
- Improve your quality of life and restore your independence, without shoulder pain.
- Experience convenient locations and quick diagnostics to get you back to your favorite activities sooner.

#### Patient Story

Select a Location  
[SEE ALL LOCATIONS](#)




Essentia Health-Duluth  
Clinic 3rd Street Building  
Duluth, MN  
218-786-3520

[SELECT LOCATION](#)



Essentia Health-Lakewalk  
Clinic  
Duluth, MN  
218-576-0100

[SELECT LOCATION](#)



Essentia Health-Lakeside  
Clinic  
Duluth, MN  
218-786-3550

[SELECT LOCATION](#)



### Say Goodbye to Shoulder Pain

Don't let shoulder pain control your life. You deserve to live an active life, free of pain. At Essentia Health, our orthopedic specialists can perform a thorough physical examination to help determine the cause of your shoulder pain. Depending on your diagnosis, we may prescribe anti-inflammatory medications, pain relievers or exercises to improve joint mobility to help you find pain relief, or surgery. See an Essentia Health orthopedic specialist and get back to being you.

*Individuals suffering from shoulder pain in Minnesota and Wisconsin turn to the orthopedic specialists at Essentia Health for treatment.*

### Request an Appointment

Patient First Name \*

Patient Last Name \*

Patient DOB

Address

City

State

Zip

Phone \*

Email \*

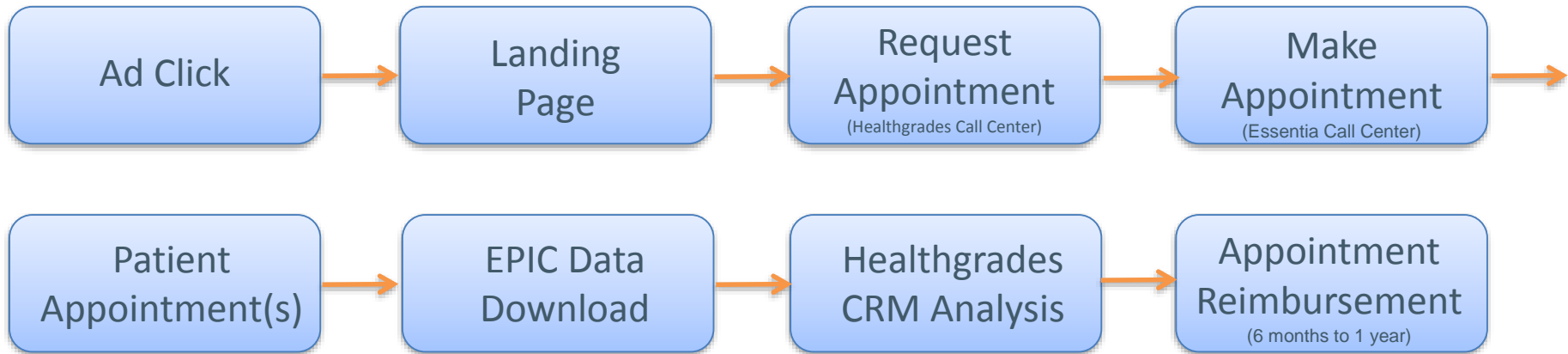
Once submitted, you will be contacted by phone within 48 hours to finalize appointment scheduling.

I would like to receive e-mails from Essentia Health with information related to orthopedic services.

[SUBMIT](#)



# Digital Advertising is Measurable



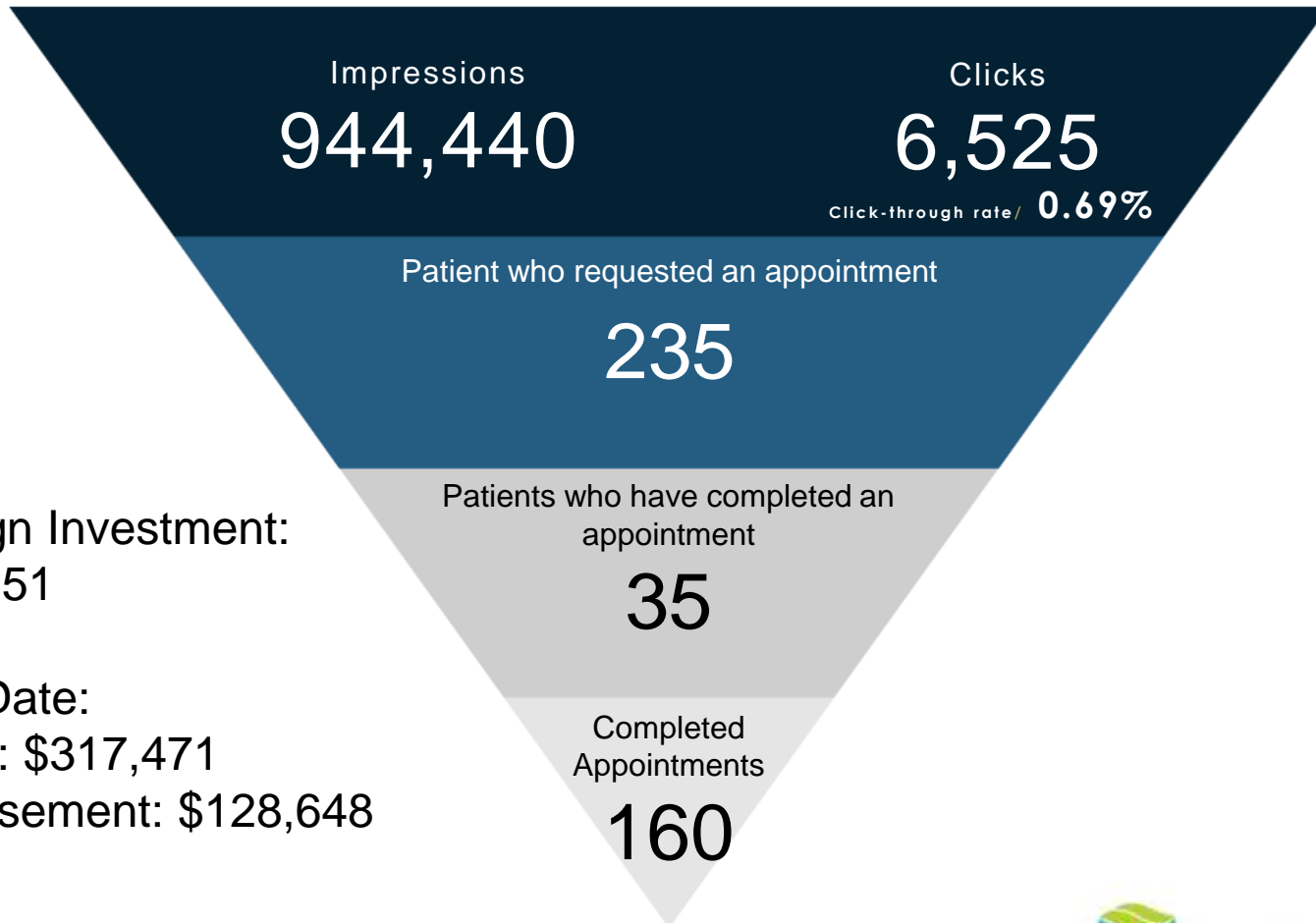
**Appointment Reimbursement –  
Advertising Spend  
= ROI**



# East Orthopedic Digital Campaign

## Phase I: 7/8/2016-10/18/2016

CHANNELS INCLUDED Pay Per Click (PPC)/ Display / Social



Campaign Investment:  
\$17,187.51

ROI To Date:  
Charges: \$317,471  
Reimbursement: \$128,648



# Digital Recruiting

- Innovation in Candidate Sourcing
  - Use of social media
    - Targeted sourcing through LinkedIn, Facebook
    - Leveraging employee base for referrals and sharing



# Digital Marketing Strategy

Make it easy for people to:

1. Find accurate information about us online.
2. Communicate/engage with us online.
2. Learn about/access our services online.



# Other Technology



- Integrating Telecare with the EHR to support nurse triage, text reminders, Rx refill, provider paging
- Tele Sitters
- Epic Refuel

# In Conclusion

## No-Regrets Priorities for Next Era of Health Care Reform



### Accessibility

- **Multi-channel navigation platform**, including search, price estimation, and triage/scheduling helps streamline transactions
- Development of **diverse network of access points** (e.g. urgent care, retail, enhanced access to specialty care, primary care) to meet varied consumer access demands



### Reliability

- **Organization-wide commitment** and investment in service delivery and quality improvement drives broad engagement in delivering superior outcomes
- **High-reliability approach** to both service delivery and clinical quality ensures baseline of performance



### Affordability

- Willingness to **partner with lower-cost providers** offers patients affordable options, helps prevent markets from becoming overbuilt
- When markets are already overbuilt, commitment to **scale back excess capacity** ensures affordability in the long-term



# Adapting Provider Strategy to New Market Realities

## Four Key Steps to Succeed In the Next Era of Health Care Reform

1

### Radically Reduce Cost Structure

Reduce cost structure to enable pricing flexibility

2

### Establish a Sustainable Medicare Risk Strategy

Carefully pace transition to Medicare risk to capture returns from care management

3

### Build a Consumer Loyalty Platform

Prioritize consumer loyalty strategy to build durable patient relationships

4

### Elevate Physician Network Performance

Restructure physician network to meet twin mandates of population health and consumerism



### 2016-2017 Health Care Advisory Board National Meeting

To learn more, attend the 2016-2017 Health Care Advisory Board National Meeting; members can register [here](#) or at <https://www.advisory.com/research>



# Discussion



**Essentia Health**

Here with you