## **BEST PRACTICES**

March 16, 2022



#### BEST PRACTICES 2021

## A Challenge Answered

For a second year, UHS responded to an ongoing global pandemic with skill, enthusiasm and great work.

For the Agency, this meant a continuation of the course set in 2020, with an increased emphasis on digital strategies and executions, while moving forward with the work of making larger, more integrated networks of care top of mind for customers in all our markets.

What follows is a look at our best strategies and practices as they evolved in 2021. We salute everyone in the Acute Care and Behavioral Health divisions and their Agency colleagues for their extraordinary efforts this past year.

#### -Roselle Charlier

VP, Chief Marketing and Communications Officer







If you or someone you care about is struggling with their mental health, know that you are not alone. Brooke Glen Behavioral Hospital offers comprehensive behavioral health solutions to address what you may be experiencing, including:

- · Anxiety, Depression
- · Alcoholism, Substance Use Disorder
- · Post-Traumatic Stress Disorder (PTSD)
- Bipolar Disorder
- . Eating Disorders, and more

We are here for you. If you or a loved one is struggling, call 800-256-5300 for a no-cost assessment 24 hours a day, seven days a week.

And if we determine that we don't have the services you require, we are part of a broad network and can connect you with a facility that does, with services for adults, seniors and children/adolescents – including specialty programming for the LGBTQ+ community, military, first responders and healthcare workers. Ask us or visit <u>FindBHhelp.com</u> to find a location and appropriate services near you.



With limited exceptions, physicians are not employees or agents of this hospital.

For language assistance, disability accommodations and the non-discrimination notice, visit our website.

Model representations of real patients are shown. Actual patients cannot be divulged due to HIPAA regulations



Take the hopeful step toward a brighter future



#### BEST PRACTICES 2021

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LOCAL MARKET HIGHLIGHT



## The Future Is Here

The ability to connect with and service customers at a distance proved ever-more-important in 2021, and digital strategies continued to grow quickly. Existing digital tools and platforms — including email, search, social media, digital ads, online reputation management, telehealth and blogs — all grew dramatically. And new initiatives, such as online diagnostic assessments, were piloted.

These technical changes, combined with generational shifts, are fundamentally changing our relationship with customers. When the pandemic finally recedes, the world is unlikely to roll back to its former state. There is no going back.

Before sharing UHS' efforts, let's consider some factors impacting these changes.

— Diane Hill Lieb,Senior Director, Advertising



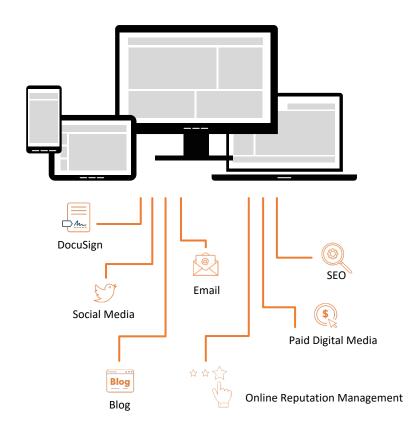
# The Shift to Digital

The pandemic increased healthcare consumers' fear, uncertainty and doubt.

Patients are scared, anxious and reluctant to take action on their health.

- Patients have been bombarded with misinformation.
- Patients may not know what to believe.
- Patients don't know you.

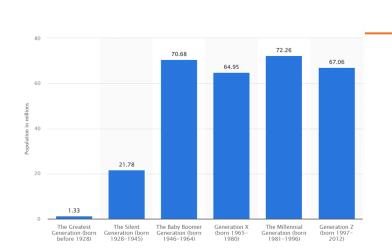
**Digital platforms = Easy access to health information** 

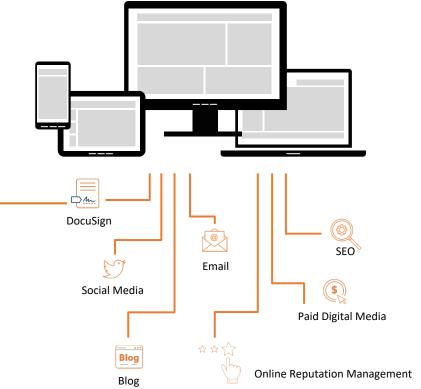


## **Generational Shifts**

55% of **Millennials** have selected one provider over another based on online reviews.

**Generation Z** is the most recent to have been named, and many group members **will not be** able to remember a time before smartphones and social media.





## **Generational Attributes**

Millennials and Generation Z
(age 41 and younger) combined
now outnumber Boomers and Generation X.

## Generation Z Born ~2001-Present



- Others make health decisions for them
- Value customization
- Lack trust in healthcare

Millennials



- Avoid healthcare
- Prefer self-diagnosis
- Convenience & low cost are key
- Not loyal to one provider

#### **Generation X**



- Chief Health Officer
- Shop for healthcare
- Online = info sources
- Value efficiency

### Baby Boomers



- Expect face time
- Want personal relationships
- Advise others on health decisions

## Traditionalists Born ~1910-1945



- High utilizer
- Doctor = info source
- Others may make health decisions for them

# Online Reputation Management and Beyond

- Over 65% of consumers use search engines in their journey to care.
- Since 2020, there has been a 54% increase in usage of healthcare review sites to find care providers.
- Marketing and SEO can lead patients to care, but online ratings will win them.
- Search engines are rarely the final destination, but rather serve as a gateway or jumping-off point to other websites that help inform provider selection.
- Google is the #1 source for online reviews.
- A positive online reputation (4 stars or more) is the #1 deciding factor in choosing one provider over another.

- Failure to examine the consumer experience at every touchpoint can negatively impact a healthcare organization's brand, reputation and revenue.
- Digital drives choice: Patients rely on digital resources 2.2x more than provider referrals when choosing a healthcare provider.
- Referral leakage: 84% would not see a referred provider if they were rated under 4 stars.
- 50% of adults read 10+ online reviews.

For more information contact:



Jill Thomas 215-290-327



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# Online Reputation Management Recognition

In its 2022 Healthcare Report, Reputation ranked UHS as having the third-highest Reputation Score among the top 15 healthcare systems named by Modern Healthcare.

Among the factors that separated leaders from laggards:

- Leaders engage more with patients and respond to reviews more frequently.
- Leaders accumulated 237% more reviews than laggards.
- Sentiment, the most impactful part of a Reputation Score, differed by 27 percentage points between leaders and laggards.

#### The Top 15 Healthcare Systems

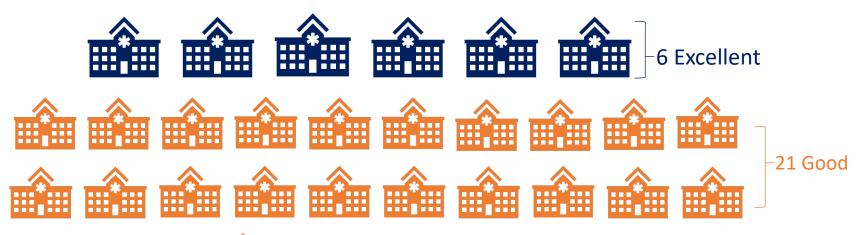
Rank	System	Reputation Score	Sentiment	Visibility	Engagement
1	Community Health Systems	723	65%	77%	99%
2	HCA Healthcare	685	65%	71%	84%
3	Universal Health Services	684	53%	79%	98%
4	Baylor Scott & White Health	571	46%	68%	81%
5	CommonSpirit Health	556	59%	62%	61%
6	Trinity Health	550	42%	68%	60%
7	Advent Health	546	33%	72%	83%
8	Ascension	541	35%	70%	86%
9	Tenet Healthcare	519	32%	68%	86%
10	Sutter Health	517	42%	64%	85%
11	Northwell Health	507	41%	71%	16%
12	University of Pittsburgh Medical Center	501	27%	69%	82%
13	Spectrum Health	496	35%	63%	78%
14	Banner Health	495	34%	64%	98%
15	Intermountain Healthcare	494	43%	64%	76%

# Online Reputation Management 2021

### **UHS 2021 Acute Hospital Reputation Score 708**

+302 above Healthcare Industry Average

Avg Star Rating 4.1/5







# Online Reputation Management 2021

### We've heard from more than 16,000 patients in 2021!\*



#### **Celebrating our Staff**

Staff, nursing and beside manner were the biggest drivers of positive sentiment in 2021.

+.16

Staff sentiment and beside manner increased the Acute Care Division's overall star average by +.16 on a 5-star scale.



#### What we can do better

In 2021, greater volumes of ED patients with hospitals at full capacity caused a 13% increase in the % of negative reviews mentioning wait times. Average star rating of reviews mentioning Wait Times dropped .3 points in 2021 when compared with 2020.

-.21

Wait time and ER sentiment decreased the Acute Care Division's overall star average by -.21 on a 5-star scale.

+28%

Review volume increased to nearly 5,000 across BH facilities.

\*Acute Care and Behavioral Health facilities

# **Growing Our SEO Portfolio**

Search engine optimization (SEO) is crucial to digital marketing and UHS made significant progress in the past year.



In a 24-month span, the Agency's team has grown SEO campaigns in-house by 1,825%.



In 2021, the team
Increased the number of
internal organic SEO
campaigns for UHS
across three divisions
(BH, Acute Care, IPM)
by 120% YOY.



31% of Behavioral Health division facilities are currently enrolled in an ongoing in-house SEO campaign.



Generated

3.2 million new users organically for BH division — up 13% YOY.



Generated
3.8 million new
users organically
for Acute Care and
IPM division —
up 35% YOY.

For more information contact:



Tony Morisset 610-382-4695



# Case Study: Doctors Hospital of Laredo



Doctors Hospital of Laredo was the first Acute Care facility chosen for a pilot program to promote highly profitable service lines.

The SEO, content team and marketing directors collaborated to construct well-written SEO content for CONGO service lines.

The campaign more than quadrupled clicks and impressions.

# BY THE NUMBERS



TOTAL CLICKS

157,600

+364%



TOTAL IMPRESSIONS

8.3 million

+307%



AVERAGE CLICK-THROUGH RATE

1.89%

+14%

## Case Study: Centennial Hills



The Agency's SEO team provides competitor analysis tracking for high-volume keywords in each facility's local market.

This example (right) shows how the SEO campaign impacted Centennial Hills Hospital's ranking for high-value keywords in Las Vegas. (The blue number is the on-page ranking and Diff is the rank change over six months.)

The facility, which has the highest reputation score in the market, surpassed its competitors in keyword ranking for a majority of high-volume keywords.

Keyword Rankings 1 - 10 (23	١.

	centennialhillshospital.	.com	sunrisehospital.com dignityhealth.or		org umcsn.com			
Keyword	21 Feb ▲	Diff	21 Feb	Diff	21 Feb	Diff	21 Feb	Diff
1. maternity unit	2	+3	12	-10	52	-42		-
2. cardiology service	5	+70	9	+65		-94	83	-65
3. maternity care	6	+5	1	+1		-84		-
4. cardiovascular care cardiology	9	+91	12	+88		-	57	+43
orthopedics orthopedic	10	+90		-	17	+31		-
6. surgical services general surgery	13	+87		-	15	-6	39	-18
7. maternity	14	+86		-		-		-
B. cardiology  (cardiology)	15	+85	11	+43	20	-8		-
9. labor and delivery maternity	15	+85	1	0	9	-1		-
10. orthopedic surgeon orthopedic	17	+83	61	+39		-59		-



# Case Study: Rivendell BHH



Rivendell Behavioral Health Hospital launched an SEO service line campaign for their teen substance use program in April 2021.

The resulting increase in online visibility led to more calls and a 58% increase in admissions year over year.

#### SEO BRINGING IN BUSINESS: ADOLESCENT TRUST PROGRAM

	2021		2020		
	MONTHLY TOTAL		MONTHLY TOTAL		
	CALL	ADMIT	CALL	ADMIT	
Apr	41	16	18	7	
May	28	15	13	6	
Jun	35	12	24	15	
Jul	11	10	22	9	
Aug	35	9	20	9	
Sept	47	13	30	6	
Oct	36	17	26	6	

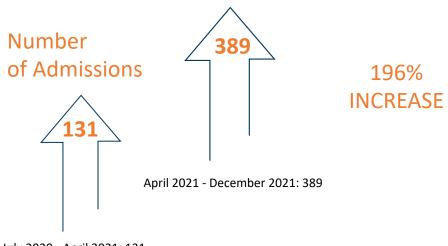
# Case Study: Del Amo BHS



Del Amo Behavioral Health System approached the SEO team with concerns about low admissions for its senior adult program and losing census to direct competitors.

In April 2021, the SEO team launched a robust service line campaign focused on senior adult program. The results were nearly immediate and dramatic.

#### SEO BRINGING IN BUSINESS: LEGACY SENIOR MENTAL HEALTH PROGRAM



# Case Study: Reasons Eating Disorder Center



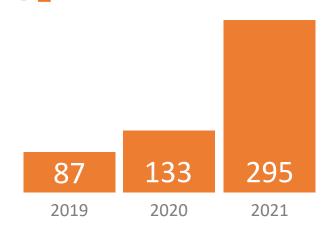
"It's nice to see the growth, and as we implemented this full-scale digital marketing campaign a little past the mid-point of 2020, I thought the 3-year overview would be impactful."

Fiona LaRosa-Waters Director of Business Development Reasons Eating Disorder Center



REASONS Eating Disorder Center





<sup>\*</sup>Data provided by Reasons Eating Disorder Center

# **IPM SEO Update**

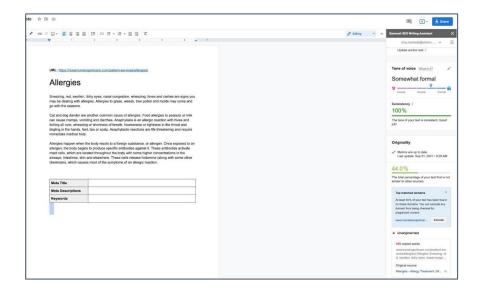
The SEO team audited IPM websites while developing a program to serve them and found a serious issue: 80% of the content on the sites was duplicative of the other IPM sites. Google was penalizing all IPM websites for this.

#### THE SOLUTION:

Copywriters crafted 5,000-9,000 unique words per website, which reduced duplicative content to less than 30%.



The audit also uncovered broken links and other issues leading to possible bad web search performance for all IPM websites.

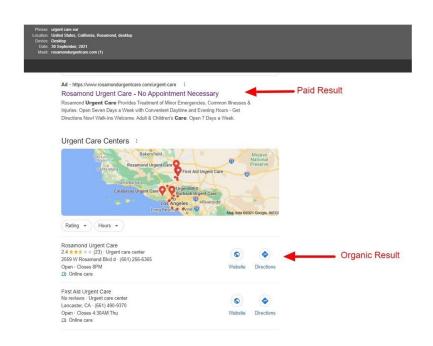


# Case Study: Rosamond Urgent Care



Rosamond Urgent Care was the second IPM SEO campaign that the SEO team launched in September 2021. In just one month, traffic via organic search grew 44% — then grew more.

One benefit of organic search is that, while 25% of traffic comes from paid search, studies\* show that a majority of users don't click on paid ads. Facilities save money when users see and click on organic results.



## SEO Goals for 2022



of BH facility websites on an ongoing SEO campaign

10% increase

Have **55%** 

of IPM websites on an ongoing SEO campaign

15% increase

Have **31%** 

of Acute Care websites enrolled in an ongoing CONGO SEO campaign

11% increase

For more information contact:



Tony Morisset 610-382-4695



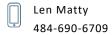
Tony.Morisset@uhsinc.com

## Email-Acute Care

A year after the email platform was expanded to all Acute Care hospitals and systems, volumes increased to 360 campaigns in 2021. Messages included:

- Health Alerts for the full universe of patients
- Welcome emails for newly opted-in subscribers
- 19 customized monthly campaigns that mix localized information and health and wellness content
- News on screenings, upcoming webinars, seminars, or support groups to keep subscribers engaged

For more information contact:





Len.Matty@uhsinc.com





## Email-Behavioral Health

As a result of COVID-19, many BH facilities embraced email marketing as a cost-effective and efficient way to connect with referrals, community mental health partners and consumers.

The number of active facility Constant Contact accounts doubled from 2019, to 166 accounts live in 2021.

Over 2,471 email templates were uploaded across accounts.

Since July 2020, the Corp BH Marketing team has distributed monthly email messaging to all facilities, covering various topics, which are simple to deploy at the facility level.

#### For more information contact:

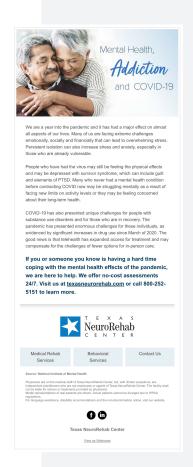


enny Ke



Jenny.Ke@uhsinc.com





# Blogs

Content is increasingly digital-first, then used in print products as a supplementary channel.

Blog volume increased late in 2021 with the introduction of "internally syndicated" content — health and wellness content created internally, shared broadly to all hospital/system blogs, and customized per market.

All hospital and system blogs now receive monthly updates that support service lines and introduce the facilities and staff to the community.



For more information contact:



Kevin Donahue 484-751-7795



Kevin.Donahue@uhsinc.com

# Cyrano Video Platform

UHS entered an agreement with Cyrano Video that allows hospitals and facilities to create video communications simply, effectively and affordably. Sixty-eight Behavioral Health and Acute Care facilities, as well as the Corporate team, are using Cyrano's platform.

It is used mostly for internal communications — CEO messages, team recognition, training/education, local event recaps and more — but can be leveraged for social media posts and website videos that are shared more broadly.

For more information contact:



Brian Torrence 610-382-4681



Brian.Torrence@uhsinc.com





## Media

Digital ad buying has followed a trajectory similar to other digital channels, increasing nearly 50% from 2019, including a \$3.6 million leap in 2021 alone.



Total number of campaigns launched in 2021 is 360, averaging 13 multichannel campaigns per month.

#### For more information contact:



Becky Williams 610-878-3983



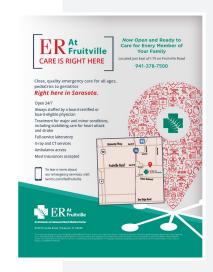
Becky.Williams@uhsinc.com

#### **ACUTE CARE**

- CONGO focused
- Majority of the campaigns run 12 months a year now (i.e. evergreen)

#### **BEHAVIORAL HEALTH**

 Typically shorter in duration, due to facility budget limitations





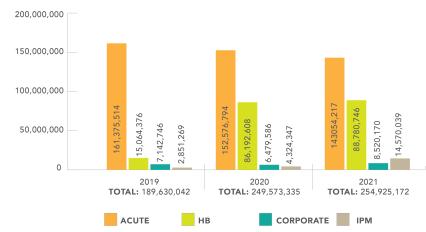
## Social Media

For consumers, social media has become the primary way they get information and interact with brands. UHS positions itself on social media, especially Facebook, as a trusted source of useful, authoritative health information and to connect facilities to their communities, using various strategies — videos, photos, animated graphics and text — to celebrate, inform and connect.



#### IMPRESSIVE GROWTH

Impressions number per channel for the last 3 years.



For more information contact:



Jane Crawford 610-382-4830



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#### BY THE NUMBERS



254,925,172 Total impressions in 2021 55,232 UHS LinkedIn followers (Surpassed 50,000 followers in 2021)

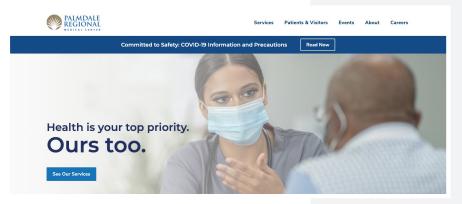


## Healthcare Heroes

As the pandemic continued, healthcare providers were asked to provide an extraordinary, and sustained, level of care. To honor and support our colleagues and their continuing effort, UHS shared positive, supportive messaging on hospital and corporate websites, and on social media.

In February, UHS received a Gold AVA Digital Award for its Healthcare Heroes Tribute video, created in 2020 to honor, thank and recognize the outstanding efforts of its 90,000 employees during the COVID-19 pandemic. It can be seen at uhs.com/healthcareheroes.



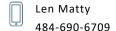


# Hope. Help. Healing.

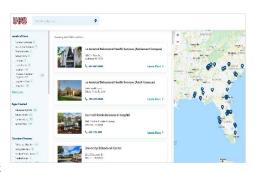
The "Hope. Help. Healing." campaign, which debuted in *Woman's Day* magazine, was our first national, direct-to-consumer ad campaign for the BH division. It launched in April, to leverage Mental Health Awareness Month, and promoted FindBHHelp.com, a new, comprehensive online directory of UHS BH resources. It received more than 20,000 views in 2021.

- Encompassed 293 facility listings
- 4,530 unique views during May
- Primary source: Direct URL (as seen on WD, social, ads, etc.)
- Secondary source: Link from uhs.com
- Average time spent on the site: 1:10 min
- Traffic from all 50 states, and District of Columbia

For more information contact:











# **KidLink Expansion**

UHS leveraged the KidLink brand with state-specific pages listing child/adolescent treatment centers within Tennessee and Virginia.



#### Admissions information for our Virginia facilities





#### Acute Inpatient Psychiatric Treatmen Ages 11 and up

Psychiatric Residential Treatment Program Ages 11-17 Partial Hospitalization/

Intensive Outpatient for Adults

## Harbor Point

#### Psychiatric Residential Treatment Program

Ages 8-17 for Males Ages 10-17 with IQ 70 or higher Sexually Reactive Male Program Self-Injurious Female Program Assessment and Diagnostic Program



#### Newport News Behavioral Health Center Acute Inpatient Psychiatric Treatment

Ages 8-17 Psychiatric Residential Treatment Program Ages 11-18 with IQ 65 or higher Male Sexual Offender/ Male Substance Use/ Female Complex Trauma Residential Program Ages 11-17 with IQ 70 or higher



#### Psychiatric Residentia Treatment Program Ages 10-22

IDD and/or ASD Community-Based Education Services Ages 5-22 IDD and/or ASD



#### Acute Inpatient Psychiatric Treatment Ages 4-18 Psychiatric Residential

Treatment Program Ages 11-17 Partial Hospitalization Program Ages 8-18



#### Acute Inpatient Psychiatric Treatment Ages 7-17

Psychiatric Residential Treatment Program Ages 9-17

Inappropriate Sexual Behaviors Residential Treatment Program Ages 9-17

Assessment and Diagnostic Program/ Partial Hospitalization/ Intensive Outpatient



Psychiatric Residential Treatment Program Ages 13-17 with IQ 55 or higher Neurobehavioral Psychiatric Residential Ages 7-17 with IQ 75 or Lower



#### Neurodevelopmental Psychiatric Residential Treatment

Males ONLY Ages 12-17 at Admission ID and/or ASD with Co-occurring Axis 1 Adolescent RTC Continuum with Youth Transitional Programming

## Storefront at the Agency

The portal provides BH facilities with ready-made collateral on many subjects — including Next Step, Call Us First, condition-specific, Telehealth, Substance Use and review cards — in as little as two weeks.

#### In addition:

- New templates and divisionwide resources are regularly added to the portal.
- The Storefront currently features over 250 templates, which were used to complete nearly 500 projects in 2021.
- An ECT Work Group, with representatives from multiple facilities and the Agency, collaborated to produce a playbook and collateral materials to assist hospitals launching Electroconvulsive Therapy (ECT) and/or Transcranial Magnetic Stimulation (TMS) service lines.

The Storefront is expected to expand to Acute Care facilities in 2022.

For more information contact:













# Northern Nevada— "Elevate Your Health" Campaign

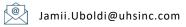
In moving beyond COVID-19, hospitals and systems developed and launched campaigns expressing the breadth and depth of the extensive network of care and key offerings. The goal: A cohesive strategy to establish strong brand identity in competitive markets.

Northern Nevada Health System accomplished just that with its "Elevate Your Health" campaign.

Subsequent market research has shown that the campaign's positive, empowering message strikes a chord with adults 35-54 in particular.

For more information contact:









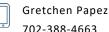


# Valley Health System Social Media Consolidation

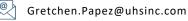
The Valley Health System elevated and built awareness of the brand by consolidating individual Facebook pages for Centennial Hills Hospital, Desert Springs Hospital, Henderson Hospital, Spring Valley Hospital, Summerlin Hospital and Valley Hospital. They maintain individual presences for posting reviews and wayfinding.

The move simplifies messaging while continuing to deliver meaningful engagement. Elite Medical Center, which joined the VHS family in 2021, continues to support a free-standing Facebook page.

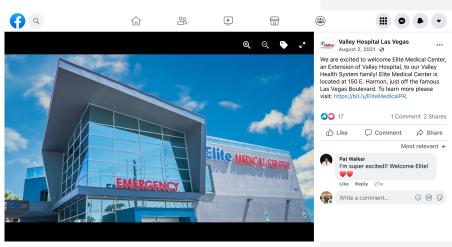
For more information contact:











## Glen Oaks-Square One Campaign

Located northeast of Dallas, Glen Oaks Hospital is surrounded by colleges and universities, and already had best-in-class rankings for search impression. The staff worked with the Agency to develop a campaign that targeted mental health service for young adults between ages 18 and 28, developing a variety of collateral and marketing pieces that exuded a bright, energetic look and feel. Collateral pieces included a flyer, Constant Contact email template and social graphic.

Paid Media contributed to increased awareness and engagement with tactics such as targeted email blasts to colleges within a 50-mile radius during a particularly stressful timeframe: March, April and May. The year-over-year results are impressive.

#### INPATIENT

2020	Calls	Admissions
March	339	175
April	297	144
May	372	202
TOTAL	1008	521

2021	Calls	Admissions
March	560	193
April	536	180
May	592	186
TOTAL	1688	559

#### OUTPATIENT

2020	Calls	Admissions
March	25	16
April	18	5
May	28	14
TOTAL	71	35

2021	Calls	Admissions
March	44	39
April	32	24
May	34	21
TOTAL	110	84

For more information contact:



isa Haino 310-893-1594

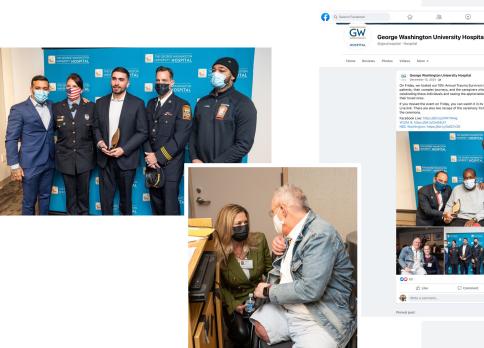


#### ARKET HIGHLIGHTS OF THE YEAR

# GW Hospital-Trauma Survivors Day

The 10th annual Trauma Survivors Day recognized patients, their complex journeys and the caregivers who helped them.

Also, GW Hospital was named a High Performing Hospital for Stroke, Lung Cancer Surgery, Heart Attack, Heart Failure and Kidney Disease by U.S. News and World Report.





For more information contact:





# Desert Springs Weight Control Center– Reshape Your Tomorrow

Desert Springs Hospital/Surgical Weight Control Center partnered with the Agency to develop a brand campaign to market its Bariatrics service line.

Phase 1 included an SEO competitive analysis, content enhancements, and the development of ads for paid search, paid Social, and radio.

Phase 2 saw the launch of the multichannel brand campaign across web, digital, print and out-of-home (OOH) channels.

274,780

Impressions served on Social Media

+71%

Organic search conversions (click on phone #, contact us)

+67%

Web sessions

+74%

Online requests for appointments





For more information contact:



Nicole Fufaro 484-690-6726



## Service Line Campaigns

The Agency worked with many Acute Care hospitals in 2021 to relaunch service lines impacted or paused by the pandemic.



Northwest Texas behavioral health



GW Hospital screenings



Northwest Texas OB/GYN



South Texas heart



Palmdale Regional OB/GYN



Valley Health stroke



Aiken Regional breast cancer screenings

For more information contact:



South Texas Health System Beam Topping

South Texas completed the topping of its new, five-story patient tower with a special beam adorned with a palm tree, a tip of the cap to a Scandinavian tradition symbolizing positivity.











For more information contact:





## Gluten-Free Menus

Seven Acute Care hospitals achieved national certification as a gluten-free food service facility in 2021. They are:

- Lakewood Ranch Medical Center
- Northwest Texas Health System
- Centennial Hills Hospital
- Summerlin Hospital
- · Desert Springs Hospital
- Valley Hospital
- GW Hospital



Lakewood Ranch Medical Center

Posted by Katie Lawson · 12/15/2021

UHS
56,637 followers
2mo · ⑤

Enhancing the Patient Experience | UHS recognizes the <u>Gluten Intolerance Group (GIG)</u> for its active leadership role in validating hospitals as Gluten-free Safe Spots. UHS is proud that aiready seven of our Hospitals are validated, as we continue to prioritize this initiative across our network. The validation provides gluten-free consumers the confidence and peace of mind that the menu served during one's hospital stay is gluten safe.

Congrats to: Lakewood Ranch Medical Center, Northwest Texas Healthcare System, Centennial Hills Hospital Medical Center, Summerlin Hospital Medical Center, Desert Springs Hospital Medical Center, Valley Hospital Las Vegas, and The George Washington University Hospital. #ThisIsUHS





Summerlin Hospital

## Prominence Health Plan

The Agency supported a significant update of annual enrollment campaigns in Nevada, Texas and Florida with various elements, including a website redesign. Among the benefits to the web experience:

- An 82% increase in users
- A 52% increase in pageviews
- An incredible reduction in bounce rate, from 23% to less than 3%
- A 15% increase (to 40%) in mobile usage



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