



Baptist Health South Florida's Guide to Growing its Direct-to-Consumer Telehealth Strategy

Baptist Health South Florida is the largest healthcare organization in southern Florida with 11 hospitals, 23,000 employees, more than 4,000 physicians and more than 100 outpatient centers, urgent care facilities and physician practices. With a robust acute telehealth program in place, the health system wanted to establish a direct-to-consumer telehealth program that would help pivot its focus from traditional provider-driven healthcare to consumer-driven care.

In 2016, Baptist Health launched its direct-to-consumer program, Baptist Care On Demand, to its patient population. Through its launch and subsequent expansion, Baptist Health has developed an effective growth strategy for the direct-to-consumer digital health program—both across the enterprise and patient population.

Understanding Consumerism and Healthcare

Before launching its direct-to-consumer program, Baptist Health wanted to better understand the consumer healthcare experience. The health system looked through the consumer lens in an effort to ultimately provide an improved experience through Baptist Care On Demand.

"Life has become increasingly convenient for consumers. We can now do everything through our phones," says Danny Elfenbein, Director of Consumer + Digital Solutions at Baptist Health South Florida. "However, if you look at healthcare, consumers are upset. When they engage in healthcare, they don't find it a delight. Healthcare is difficult, but nobody should just accept that."

Consumers are dealing with long wait times for appointments; appointments that need to be booked over the phone; confusing insurance coverage; concerns over the cost of care; mid-day appointments that require time off work or school; and much more. In response, consumers are seeking lower cost options outside of health system networks—such as urgent care facilities and retail clinics—or avoiding care altogether.

CONSUMERS & HEALTHCARE

-  Long wait times
-  Appointments booked over the phone
-  Confusing insurance coverage
-  Cost concerns
-  Inconvenient appointment times

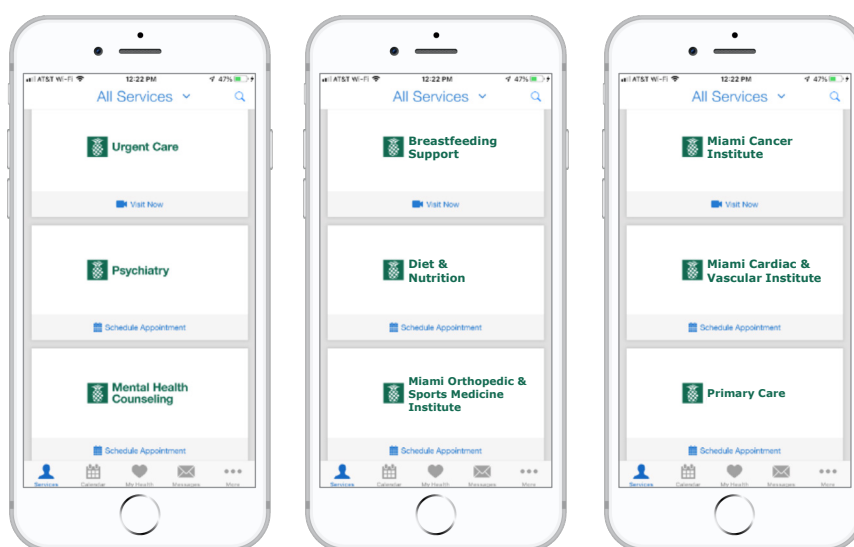
"When you think about treating patients, you think about their illness, but you also have to think about other issues that they face, including what resources they have available to them, the cost of care, and how that cost can affect their lives," says Dr. David Mishkin, Medical Director for Care On Demand. "As physicians, we try to seek better value for our patients. Telehealth allows us to be better physicians and better caregivers to our community."

Using insights, Baptist Health established a consumer-centric culture around this digital health strategy, embracing the empowered consumer. "Culturally, when we say the word 'care' it is just clinical. It's about doing what's right for the consumer, which includes quality care."

Launching Baptist Care On Demand: From Pilot to Full Program

When Baptist Health launched Care On Demand in 2016, it did so as a test. "We were exploring an industry trend," says Elfenbein. "It was a business-driven decision. Our executive team wanted to see if it had value." The health system went live with on-demand urgent care first, launching it with traditional marketing tactics, including billboards across the state.

At launch, Baptist Health staffed its program with providers from Amwell Medical Group, a physician-owned and operated medical group exclusive to Amwell, in order to provide care 24/7/365. In addition to urgent care, Baptist Health eventually used Amwell Medical Group to staff other direct-to-consumer programs, including psychiatry, mental health counseling, breastfeeding support, and diet and nutrition. "We have a number of providers for each practice, but not scalable to meet consumer demand," says Elfenbein.



In addition to the programs staffed by Amwell Medical Group, Baptist Health has also grown its direct-to-consumer strategy across its enterprise to include digital front doors for existing programs, including:

- Miami Orthopedic and Sports Medicine Institute
- Miami Cancer Institute
- Miami Cardiac and Vascular Institute
- Primary Care

The health system also has plans to expand to pediatric urgent care, general surgery and pharmacy care.

"We've learned that the opportunities are endless," says Elfenbein. "We've built an enterprise growth strategy that continues to be driven by business, but provider interest is growing and that's part of our paradigm shift from a business perspective."

Engaging Consumers in Baptist Care On Demand

For Baptist Health South Florida's marketing team, the primary goal of Baptist Care On Demand is to drive program enrollments and utilization. To do this, the team first wanted to understand the desires of the consumer.

"Healthcare is localized, and we know from our own research that our consumers are not willing to drive more than four miles for care," says Georgina Gonzalez-Robiou, Assistant Vice President of Marketing & Communications at Baptist Health South Florida. In addition to wanting care that is located close to home, Baptist Health consumers also care about convenience—does the provider have immediate availability?—and reputation—do they come recommended by family and friends?

By better understanding the consumer's psychographic profile, Baptist Health developed a holistic marketing strategy for Care On Demand.

"We've been able to use a number of tactics that we can't deploy for our other higher-acuity product marketing," says Gonzalez-Robiou.

In addition to Baptist Health's internal marketing team, the health system also partnered with Amwell's Engagement Services team to deliver a variety of different marketing techniques. Together, these teams developed a comprehensive approach to driving engagements and utilization for Care On Demand.

"Think of our marketing efforts as a wedding cake. The base, that big piece at the bottom, comprises our digital efforts," says Gonzalez-Robiou. "The next tier is our direct efforts, including email marketing and direct mail. Next is our earned and owned media, and that last tier is our traditional marketing."

Baptist Health Care On Demand Engagement

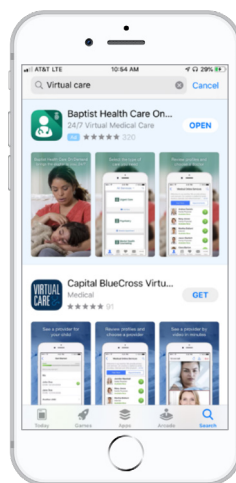


Tier 1: Digital Marketing

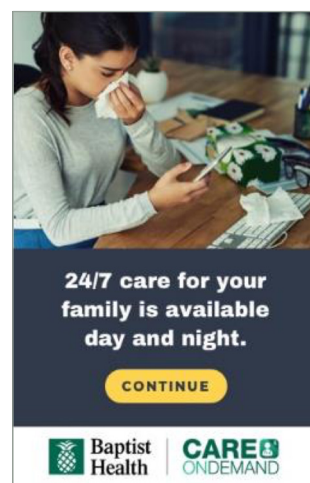
Digital Marketing: Search and Store Ads: In conjunction with traditional search engine optimization (SEO), Baptist Health also optimizes its Care On Demand app in app stores. "It's important that we are visible so consumers choose us," says Gonzalez-Robiou.

Online Display and App Ads: Programmatic marketing, or automated and real-time online advertising, is a large part of Baptist Health's strategy. The health system uses online display and app ads to retarget consumers who search for care using certain keywords.

Search & Store Ads



Online Display Ad

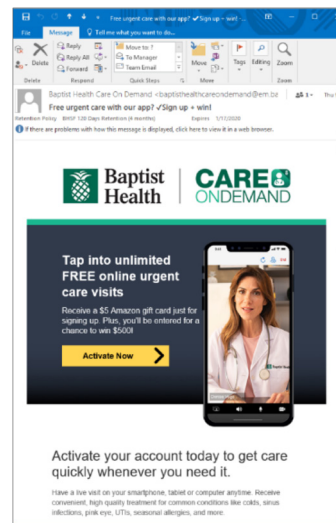


Tier 2: Direct Efforts

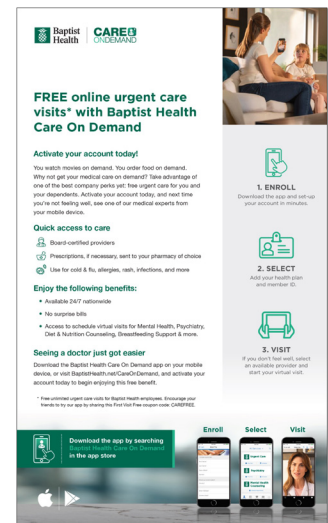
Email Marketing: Baptist Health uses email marketing to drive utilization of Baptist Care On Demand. Once a consumer has registered for the program, they use marketing automation to keep telehealth top-of-mind so the next time the patient is sick or needs care, they remember the service as an option.

Direct Mail: Employee Registration Drive: One of Baptist Health's key audiences for telehealth is their own employees. "We have more than 23,000 employees and they're a captive audience," says Gonzalez-Robiou. "They're influencers and can become product evangelists to friends and family." To engage employees, Baptist Health sends direct mailers to their homes encouraging them to register for the free benefit.

Email Marketing



Direct Mailer



Tier 3: Earned & Owned Media

Publicity and Earned Media: While Baptist was not the first to market telehealth in its catchment area, their local, trusted brand opened the door to strong earned media opportunities. "We have positioned ourselves and our operational leaders as thought leaders in telehealth locally and throughout Florida," says Gonzalez-Robiou.

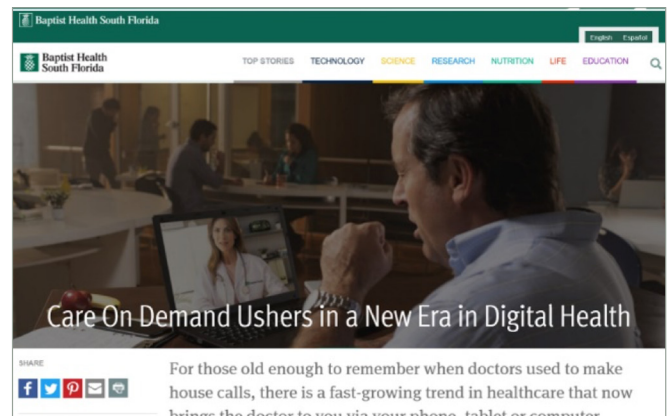
Content Marketing: Using seasonality to create relevant content, Baptist Health is constantly promoting Care On Demand through their daily blog, quarterly magazines, e-newsletters and other content channels.

Facebook Live: Utilizing one of the most popular social media platforms, Baptist Health holds Facebook Live sessions to educate consumers on Care On Demand and drive registration.

Earned Media



Blog Post



Tier 4: Traditional Marketing

Newspaper Advertising: In the summer of 2019, Baptist Health bought the center spreads in all the major dailies across four counties in southern Florida, and in it placed a letter from the Brian Keeley, the president and CEO of Baptist Health South Florida, discussing Baptist's commitment to telehealth and offering free urgent care visits for a limited time. In addition to these center spreads, Baptist deployed other traditional marketing tactics to bolster the message.

Wallscape Advertising: At the same time as the newspaper ads, Baptist Health placed a large wallscape ad along interstate 95 in southern Florida promoting Baptist Care On Demand.

Additional Traditional Marketing: In addition to newspaper and wallscape advertising, Baptist Health used many other traditional marketing tactics to promote its telehealth program, including:

- Magazine ads
- Television advertorials
- Television commercials
- Vehicle wraps

Other Innovative Approaches

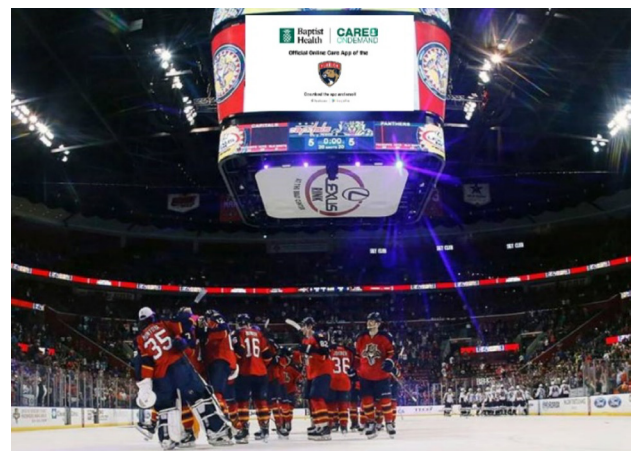
Crisis communication: Because Florida is often in the path of hurricanes, telehealth has become a crucial way to help those in need during natural disasters. During Hurricane Irma in 2017 and Hurricane Dorian in 2019, Baptist Health was able to offer free urgent care telehealth visits to consumers during the storm. The health system partnered with local media to spread the word about the service ahead of the storm, ensuring that consumers knew they could get care when they needed it without leaving their homes.

Sports Sponsorship: Baptist Health South Florida is the healthcare provider for most major Florida sports teams in the market, and now Care On Demand is the official care app of the Florida Panthers.

Newspaper Advertising

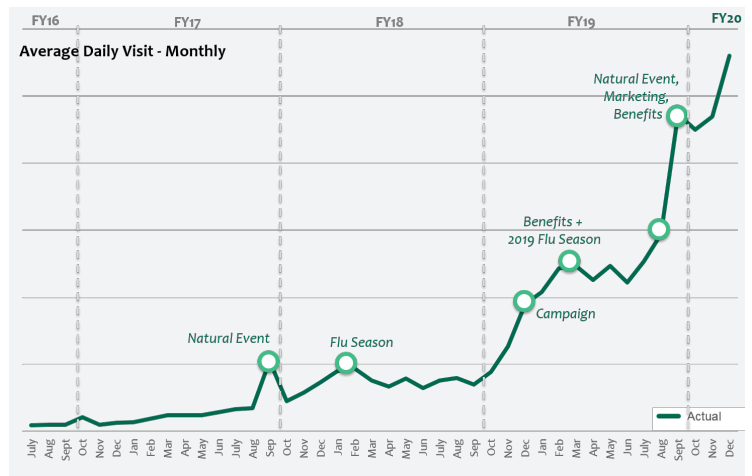
The image shows a newspaper advertisement for Baptist Health South Florida. The top section features the headline "Fiveash likely to fail in a storm" with a sub-headline "Storm insurance plans could be a real pain in Florida". Below this is a photo of a house with a storm cloud. To the right, there's a section titled "Remember Tom's Place BBQ in Boca Raton?" with a photo of a man. Further right, there's a section titled "Saudi oil sites hit in drone strikes" with a photo of a person. The bottom section is titled "STRENGTHEN ME" with a photo of a person. The advertisement also includes a QR code and a coupon code "FREEDONLINECARE".

Wallscape Advertising



Trending Growth and an Inflection Point

Since launching Care On Demand in 2016, Baptist Health South Florida has seen tremendous growth in registration and utilization. The first real peak in utilization came in September 2017 when Hurricane Irma hit Florida. During the storm, Baptist offered free virtual visits to all Floridians. The next peak came during the 2018 flu season, and then at the end of 2018 Baptist Health formed its partnership with Amwell's engagement services team to strategically grow its program. "We have grown by 380% year-over-year," says Elfenbein. "What's important to look at is that every time we had a peak, we never regressed back to our prior plateau. That says a lot about finding ways to capitalize on events and inflection points to really grow our program." The majority of Baptist Care On Demand visits are for urgent care; however, as more programs are added and ramped up this is expected to shift.



Looking Ahead: Shifting the Focus to Localized Care

While Baptist Health South Florida chose to staff Care On Demand with Amwell Medical Group providers at launch, the health system has been working to shift its staffing model. As the program grows in volume, Baptist Health is shifting to a hybrid staffing model, utilizing both its own physicians and Amwell Medical Group. "As we look forward, we want to localize our care as much as possible," says Dr. Mishkin. "By putting our own clinicians full-time on the platform, we're developing a team of providers that is diverse, local, and committed to our mission of providing high-quality care for our patients."

Internally, Baptist Health is working to foster innovation and collaboration among its providers. The first Baptist Health providers to come on board focused on learning about telehealth and driving a delightful consumer experience through knowledge sharing with patients. These providers also thought outside the box, implementing a follow-up program that ensured every patient who had a telehealth visit was follow-up on by a Baptist Health physician after the visit.

"Ultimately, we want to be the primary site of care for all same-day sick care," says Mishkin. "We want to provide the navigation, and be the source of care and information."

To achieve this, Baptist Health is currently working on integrating Baptist Care On Demand with its Cerner EHR to allow its providers to have more informed, strategic encounters with local patients. In addition, the health system is implementing its enterprise-wide strategy for Care On Demand, which includes things like revenue cycle management, billing, accreditation and more. "We have the traction, now we need to build everything to accomplish our end goal," says Elfenbein. "Our end goal is the ultimate consumer-centric healthcare experience."