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Project:	Mercy Health Partners – New Movers Welcome Program
Vertical Market:	Healthcare
Business Application:	Direct Marketing/Lead Generation

Business Objectives

Mercy Health Partners (MHP) is a healthcare system serving southern Ohio and encompassing more than 30 locations across the greater Cincinnati area. MHP was facing a lot of competition from other hospitals and wanted to improve community knowledge of its programs and services.

MHP had been promoting its services through sponsorship of community programs and booths at community events. However these venues did not offer MHP the ability to track results or calculate return-on-investment (ROI). This level of measurability was needed by MHP's marketing department which was facing budget pressures.

Working with its marketing partners, Sheila Thiery from PrintManagement and Marketing Strategists, it was decided that a direct marketing campaign targeting new residents would enable MHP to build on its initiative to be every residents' first choice for health care. The goals were to:

- Create awareness of MHP among new residents
- Generate a 5% response rate
- Achieve a 1% conversion rate within six months

Results

With the use of an appealing offer, trackable response mechanisms, and analysis of admissions data, MHP was able to definitively measure results and ROI. After a six-month test the results of this program far exceeded the original objectives.

- Response rate of 6% - 1,269 individuals responded to offer for a free first aid kit
 - 67% of responses came via Business Reply Envelope (BRE)
 - 33% of responses came via Personalized URL (PURL)The large percentage of responses via BRE may be the result of recipients' feeling more comfortable submitting health related information in a sealed envelope as opposed to online
- Among responders, 639 admissions were generated resulting in a conversion rate of more than 50%



- The 639 admissions generated \$1.5 million in revenue. For every dollar spent on this program, MHP earned \$37.50 in revenue. Assuming that MHP's profit is 10% of sales this means the ROI for the program is 375%
- Other results included:
 - 23% of respondents requested that MHP arrange an appointment with a primary care physician or OB/GYN specialist
 - 58% of respondents asked to receive MHP's quarterly email newsletter allowing MHP to further market to them
 - 29% of respondents requested email notices about health and wellness events

MHP took the added step of reviewing records to see if anyone who received the new mover mailer was admitted as a patient, regardless of whether or not they responded to the offer. MHP reasoned that even though these people did not actively respond to the offer they still learned about MHP and its services through the direct mail package.

- Among this wider audience, almost 21,000 families, there were 6,068 admissions. That's a conversion rate of 29%
- These admissions generated \$14.5 million in revenue

The six month pilot was so successful that the New Movers Welcome Program has been kept as a continuing communication vehicle for MHP.

Hospitals and Services
Primary Care Practices
Urgent Care Services
Senior Living Communities

Care 24/7
When seconds count, our team of board-certified emergency care physicians is available to help. Our Emergency Departments are equipped with leading edge technology, including bedside registration, to ensure you receive the highest quality care as quickly as possible.

Excellence you can count on
For the 7th time Mercy Hospital Anderson has been named one of the nation's 100 Top Hospitals by Thomson (formerly Solutions). Mercy Hospital Anderson and Mercy Hospital Clermont are currently rated among the top 5% of hospitals in the nation for patient safety.

For the second consecutive year Mercy Health Partners is rated as one of the 100 Most Wired Hospitals and Health Systems in the U.S. by the American Hospital Association. All Mercy patient rooms and hospital waiting areas offer wireless internet access.

Let us help you find a physician near you. Call MMA-DOCS or visit e-mercy.com.

Shirk Family, welcome to The Mercy Circle of Caring®

Special care to communities on Cincinnati's East Side

The professional staffs of Mercy Hospital Anderson and Mercy Hospital Clermont, our primary care physicians and the specialists in our urgent care facilities, are dedicated to meeting the healthcare needs of residents living and working in the city's eastern suburbs.

Our hospitals offer a comprehensive array of services, including a Family Birthing Center, Wound Care Center and Open Heart Program. Both hospitals are rated in the top 5% of hospitals nationwide for patient safety.

The Mercy Family Birthing Center
Welcoming a new child into the world is an experience like no other. Our compassionate, professional maternity staff is dedicated to ensuring the safety of new mothers and their babies.

We're committed to helping babies get the strongest possible start in life. Our hospital network was the first U.S. regional health system to earn UNICEF's Baby Friendly, USA designation for excellence in breastfeeding care.

Orthopaedic Care
Our team of specialists, which includes experts from Wellington Orthopaedic and Sports Medicine, offers a comprehensive array of services, including total joint replacement procedures. Our surgeons, therapists and caregivers provide a full spectrum of care including prevention, assessment, treatment and rehabilitation from musculoskeletal injuries.

Welcome to our extended family.
At Mercy Health Partners, we provide a comprehensive healthcare network throughout Greater Cincinnati to meet all of your needs. Our family includes five award-winning hospitals, eight senior living communities, health and wellness centers, primary care practices, social service agencies, urgent care centers, home healthcare, and a variety of outreach and ambulatory centers.

Learn more about our extended family.

- Hospitals & Services
- Find a Physician
- HealthPlex
- Our Foundation
- Senior Living
- Health & Wellness

Visit www.e-mercy.com for information about:

Visit your personal website at

Campaign Architecture

To communicate with new movers a personalized Welcome Kit with PURL and BRE response mechanisms was developed. The personalization attracted the attention of recipients and helped establish a relationship. By collecting information about respondents via their personalized landing page or response card MHP gathers valuable information that can be used to make future communications more relevant and build on the relationship.

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Primary Care Practices
Urgent Care Services
Senior Living Communities**

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Excellence you can count on
Mercy Hospital Fairfield has earned the Outstanding Achievement Award for Cancer Care by the American College of Surgeons' Commission on Cancer.
For the second consecutive year Mercy Health Partners is rated as one of the 100 Most Wired Hospitals and Health Systems in the U.S. by the American Hospital Association. All Mercy patient rooms and hospital waiting areas offer wireless internet access.

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The Heart Hospital
Mercy Hospital Fairfield offers comprehensive cardiovascular care close to home. In a heart emergency, access to this unprecedented level of care within minutes can prevent damage to the heart muscle, improve outcomes and save lives. Should you need cardiovascular surgical care, Mercy Hospital Fairfield is the only hospital in Butler County providing open heart care.

Orthopaedic Care
Our team of specialists offers a comprehensive array of services, including total joint replacement procedures. Our surgeons, therapists and caregivers provide a full spectrum of care including prevention, assessment, treatment and rehabilitation from musculoskeletal injuries.

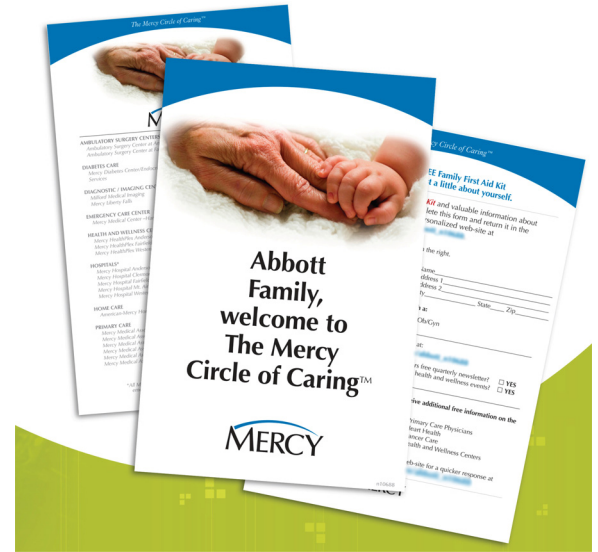
Each month a targeted list of new movers is sent a Welcome Kit. The kit includes a six-panel personalized pocket folder with family name, PURL and customized copy to reflect the service area where the family resides. Other elements of the kit include a personalized letter to the resident, a card with the addresses of MHP service locations in their region, a personalized response form, a magnet, and a reply envelope.

Throughout the folder, response form, and letter are invitations for recipients to visit their PURL and request more information. Intelligent inserting is used to insert the contents of the mailing into a matching 6" x 9" envelope.

When recipients visit the PURL, they are asked a series of questions to help MHP learn more about their healthcare needs (for example, whether they have any immediate medical needs or whether they are looking for specialists). They are also asked if they want to enroll in MHP's quarterly email newsletter and whether they would like email notifications about local

health and wellness events in a variety of categories. Respondents can also elect to receive additional information on a variety of MHP services such as diabetes education, weight loss, orthopaedic services and cancer care. Respondents who prefer to respond via the supplied printed form are asked identical questions.

MHP's service provider partner collects the responses to the campaign and sends out the first aid kits along with requested information on a weekly basis. The additional information on MHP services consists of static brochures that are printed in small quantities. The service provider also compiles the list of people who have requested follow-up phone calls and forwards their information to MHP. Call reports are sent depending upon volume. MHP is also supplied with the list of individuals who want to subscribe to the email newsletter or receive other email notices.



Target Audience and Messaging

New residents are the target for this program because it is assumed that they do not know about MHP services in their area. This group of new residents includes families new to the Southern Ohio area as well as cross-town movers.

The messaging in the direct mail focuses on MHP's excellent quality care, range of services, and locations. The six-panel pocket folders are customized for four geographical regions – the North, South, East and West sides of Cincinnati.

Offer

A free first-aid kit was offered as an incentive to respond. It was thought that families in a new home would appreciate having this gift and it has an obvious tie-in to MHP.

List

The list consists of new movers with a minimum income range within targeted zip codes. During the six month pilot, multiple list sources were tested to find the freshest and best-responding lists. After the pilot one list source was selected.

Creative and Outbound Pieces

The creative for the Welcome Kit and its associated pieces was developed by the print service provider following MHP's branding guidelines and incorporating imagery representing all life stages.

Reasons for Success

Mercy Health Partners is extremely pleased with the New Movers Welcome Program and has continued it beyond the six-month trial. After the pilot some adjustments were made to the program including narrowing down the list selection to one source, making changes to the location maps, and adding "Weight Loss" as one of the options for more information.

"PrintManagement has been very responsive and creative in developing a customized program that helps us connect with new movers. We are seeing great benefits from the program in terms of response, revenue growth, and increased awareness about our services," says Pete Gemmer, Regional Director of PR and External Communications Mercy Health Partners.

MHP is planning to expand the zip code areas that the Welcome Kit is sent to as new facilities are opened.

Several best practices collected from this project are:

- **Test your data sources.** Don't rely on just one data source. You may find that some list sources outperform others or contain cleaner or fresher data. By then narrowing down your list selection you will be able to save money.
- **Keep creative in-house.** To keep the project timeline moving and avoid delays it often works better for the service provider to manage the creative aspect of the program. If you have to work with an outside agency put some tight deadlines around deliverables.
- **Build approval time into project.** When creating your project timeline be sure to leave adequate time for approvals, whether for your client's approval of creative and content or for the client's legal department.
- **Keep all team members informed.** Having an internal kick-off meeting at the start of a project enables all team players to understand how the different pieces of the program fit together and how each member's contribution impacts the success of the whole project.

Client	<p>Mercy Health Partners, www.e-mercy.com</p> <p>Mercy Health Partners (MHP) is a deeply established, health care system serving Southern Ohio. Mercy, which has become a city icon, now consists of 7,000 employees and 1,900 affiliated physicians who provide advanced care and services. Mercy's integrated health care network features more than 30 locations across Greater Cincinnati, and comprehensive health care services including five award-winning acute care hospitals (Mercy Hospital Anderson, Mercy Hospital Clermont, Mercy Hospital Fairfield, Mercy Hospital Mount Airy, Mercy Hospital Western Hills, and Mercy Medical Center in Harrison).</p>
Print Provider & Agency	<p>PrintManagement, www.printmgmt.com</p> <p>PrintManagement is located in Cincinnati, OH. PrintMgmt helps companies gain, retain and upsell customers by developing strategic one-to-one marketing campaigns, from concept to completion, utilizing PrintMgmt's full suite of technology, PURLs, integrated marketing, print, email and direct mail. They develop web-to-print portal solutions for companies needing convenience combined with reduced effort for a more streamlined and efficient business workflow. In addition, the company offers offset printing, full creative and fulfillment services, promotional items, as well as project management.</p>
Marketing Consultant	<p>Marketing Strategists LLC, www.mktgstrategists.com</p> <p>Marketing Strategists LLC is an independent consulting practice focused on the responsible design and enablement of best customer and loyalty marketing strategies. Founded by loyalty industry veterans Mike Capizzi and Terri Gaughan, the firm assists clients in identifying, designing and implementing a variety of financially viable database marketing and loyalty programs for both consumer and business-to-business audiences.</p>
Hardware	Xerox iGen4 with DocuSP Rip
Software	<p>Composition engine: XMPie and Pageflex</p> <p>Business logic tools: Custom application was developed to map targeted data to specified services areas.</p> <p>Data processing tools: BCC sorting, Matchup 3.03 Pro, Personator Pro, Visual Foxpro 9.0</p>
Finishing	Baum Folder, Polar 115 EMC 45" Cutter, Heidelberg Cylinder Letterpress, Phillipsburg inserter, Scitex inkjet
Target Audience	Individuals and families that recently moved into one of the primary service areas designated by assigned zip codes.
Distribution	Initial run 11,000. Monthly run average 1,800.
Date	September 2008 to present



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“Our membership with PODi has been the top resource we rely on for planning the strategic direction of our business. PODi resources, modeling, case studies, and peer-to-peer networking are invaluable.”

- Theresa Cloutier, Principal, DMM

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