

How Measurement Saved a PR Budget

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About Cleveland Clinic, USA

- **Top 4th Hospital in USA**
- **Ranked #1 Heart**
- **50,000 Employees**
- **7 Million Patient Visits**
- **\$8.5 Billion Revenue**
- **USA Locations – 3 states**
- **Affiliations – 20 states**
- **International**
 - Presence in 10 countries



Cleveland Clinic's PR & Communications Office

Corporate Communications

- 40 full time employees
- Plus PR Firm and Measurement Firm
- 600 Media Inquiries per Week – Nearly 76,000 Stories in 2015

Healthcare Costs Continue to Rise



- **USA healthcare costs are among the highest in the world - nearly 18 % of USA GDP**
- **Cleveland Clinic to reduce budget by \$360 million /year for 5 years – Total \$1.8 Billion**
- **Huge proposed budget cut for Corporate Comms**

I Even Cut my Own Job!

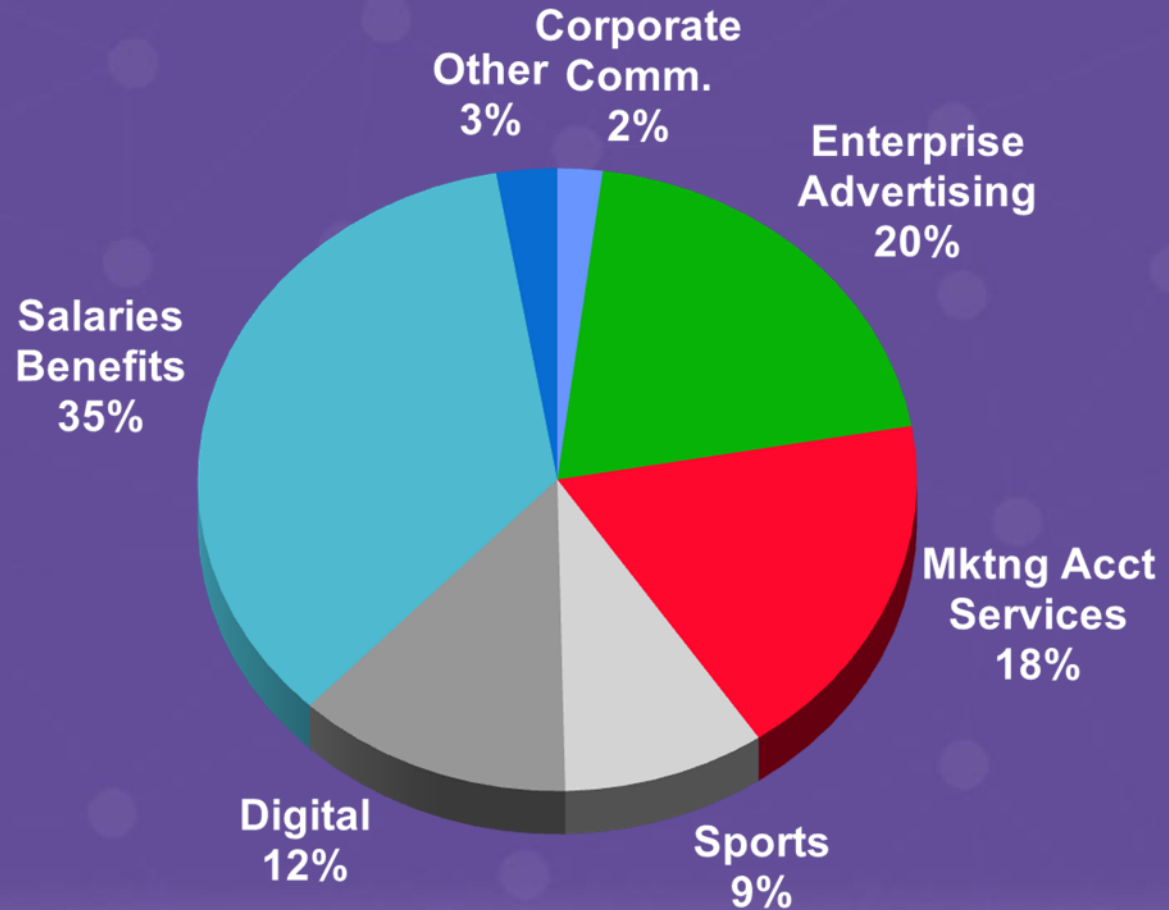


What it Meant

70 % Reduction in the Cleveland Clinic's PR & Communications Office

- Reactive & crisis mode only
- Staff in fear of losing jobs
- PR not seen as “revenue generating or critical”
(still seen as “nice to have”)

Corporate Communications is the Smallest Portion of the Overall Budget

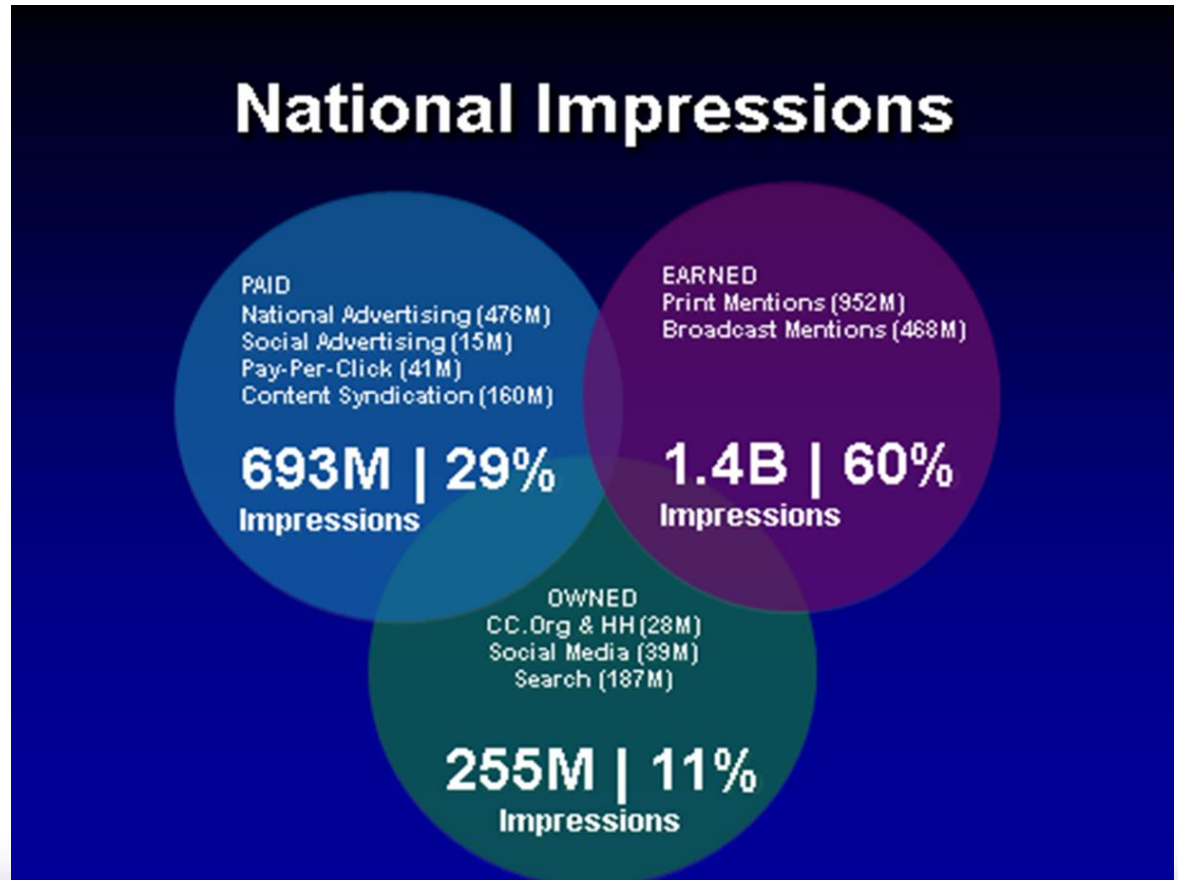


HOLD ON A MINUTE



Greatest Impact!

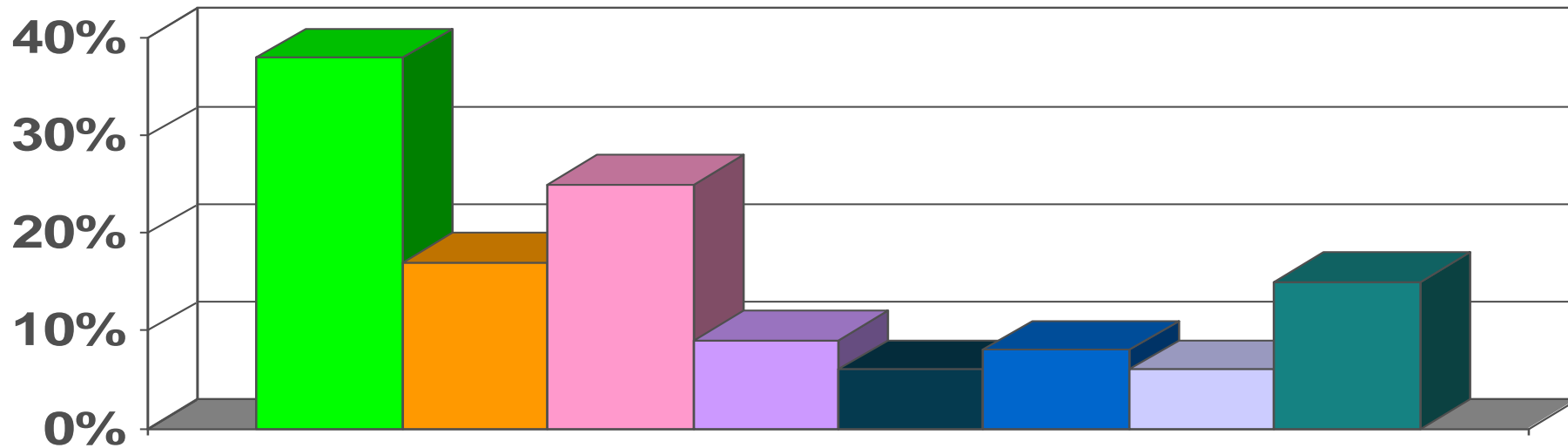
- **Public Relations**
 - 60% Impact
 - 2% Cost
- **Advertising**
 - 29%
 - 47% Cost
- **Internal Assets**
 - 11%
 - 12% Cost
- **Salaries & Other**
 - 38% Cost



Sources of Cleveland Clinic National Awareness (Target Population)

Q1 2016

45-years or older with \$100K or < household income



 **News Stories**

 **Friends/Family**

 **Advertising**

 **Internet Search**

 **clevelandclinic.org**

 **Your Doctor**

 **Social Media**

 **All Digital Sources**

Chart the Course – Colon Cancer Awareness Month

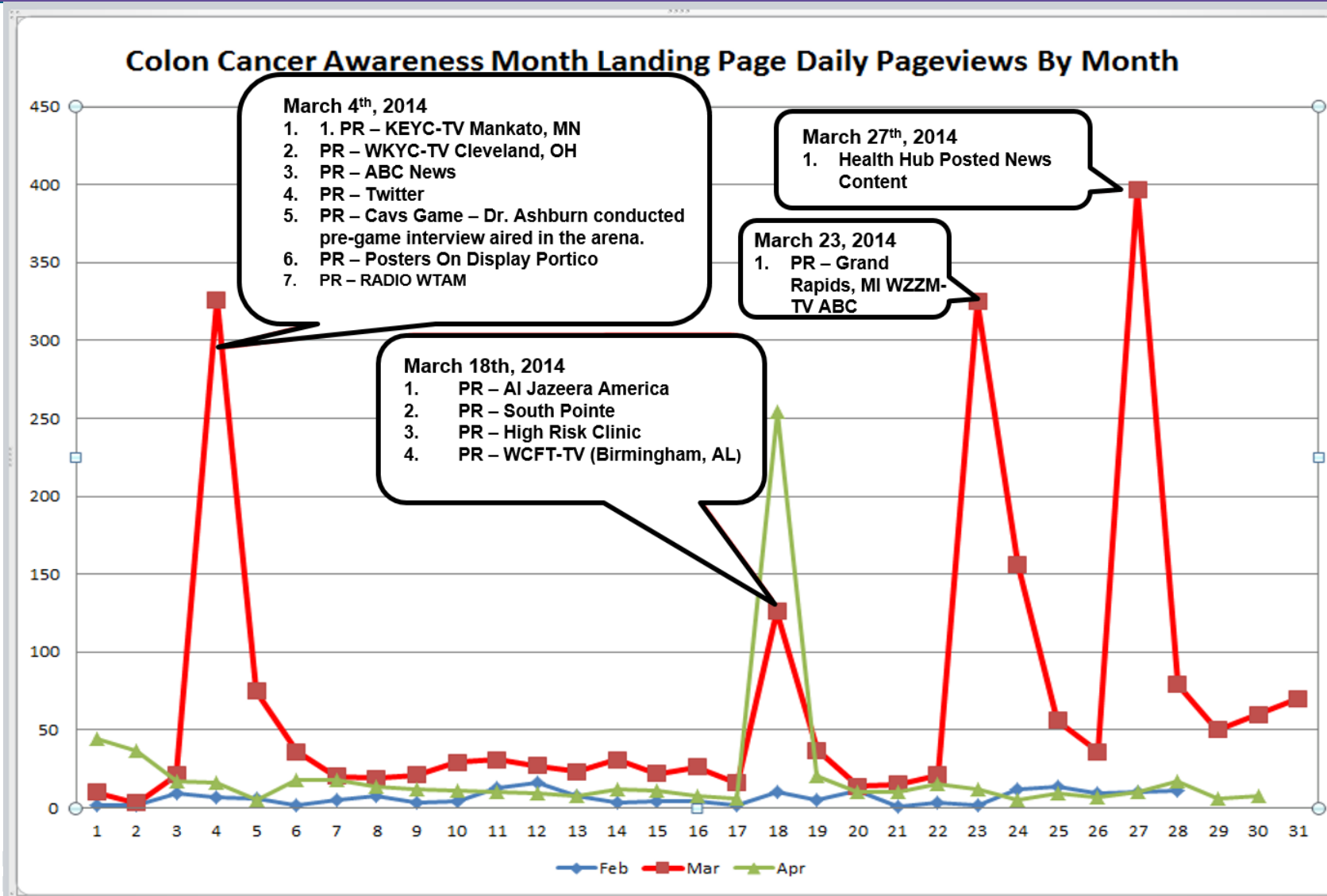
- **Barcelona Principles as a Guide**
- **Get the Right Partners**
- **Set Goals and Measure Outcomes**
- **Focus on Business Results**
- **Quantity vs. Quality**
- **Leverage All Assets**
- **COMMITMENT to ongoing Measurement to Evolve Strategy**

The real madness is not getting screened for colon cancer.

Same-day appointments

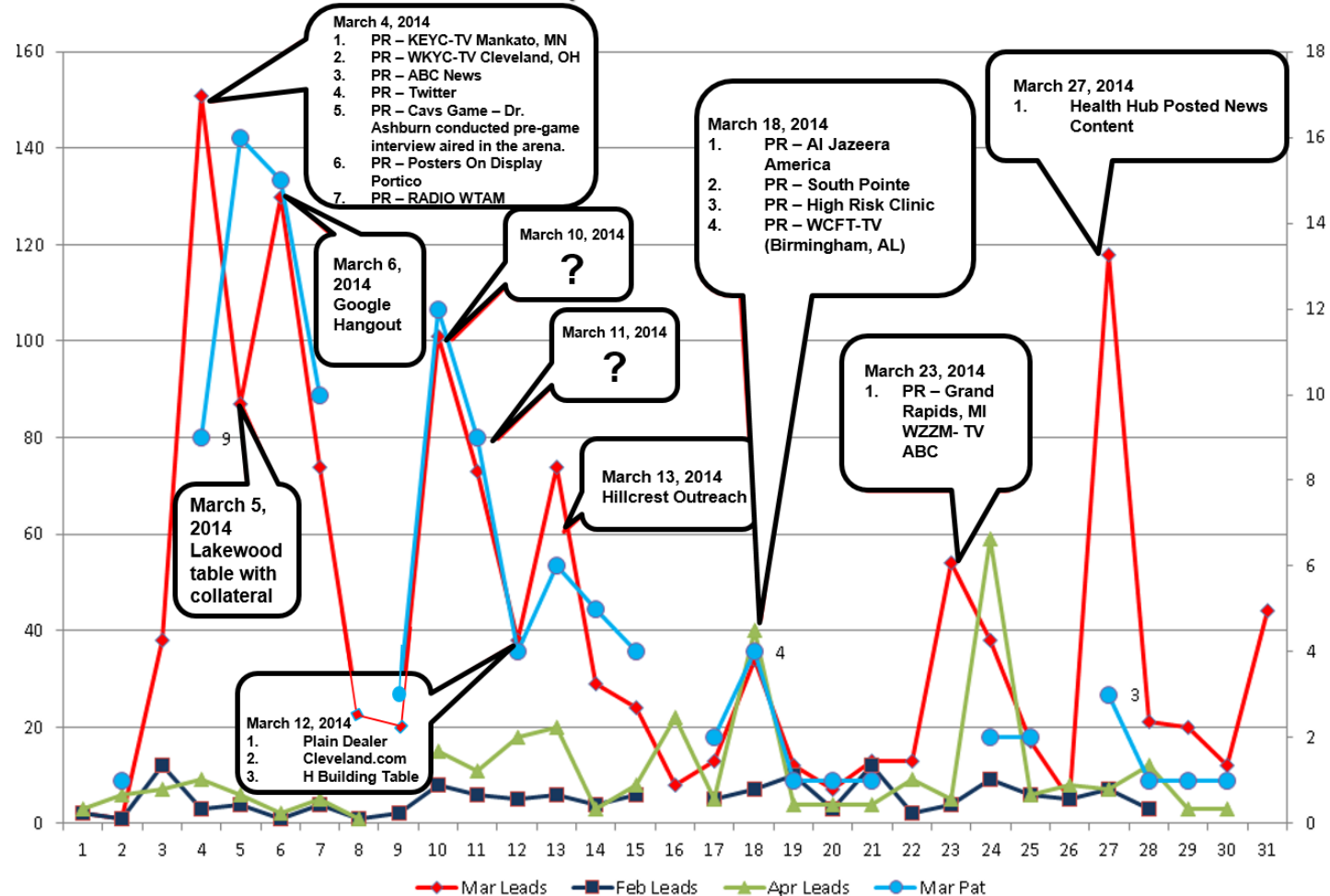


“March Forth” PR Campaign



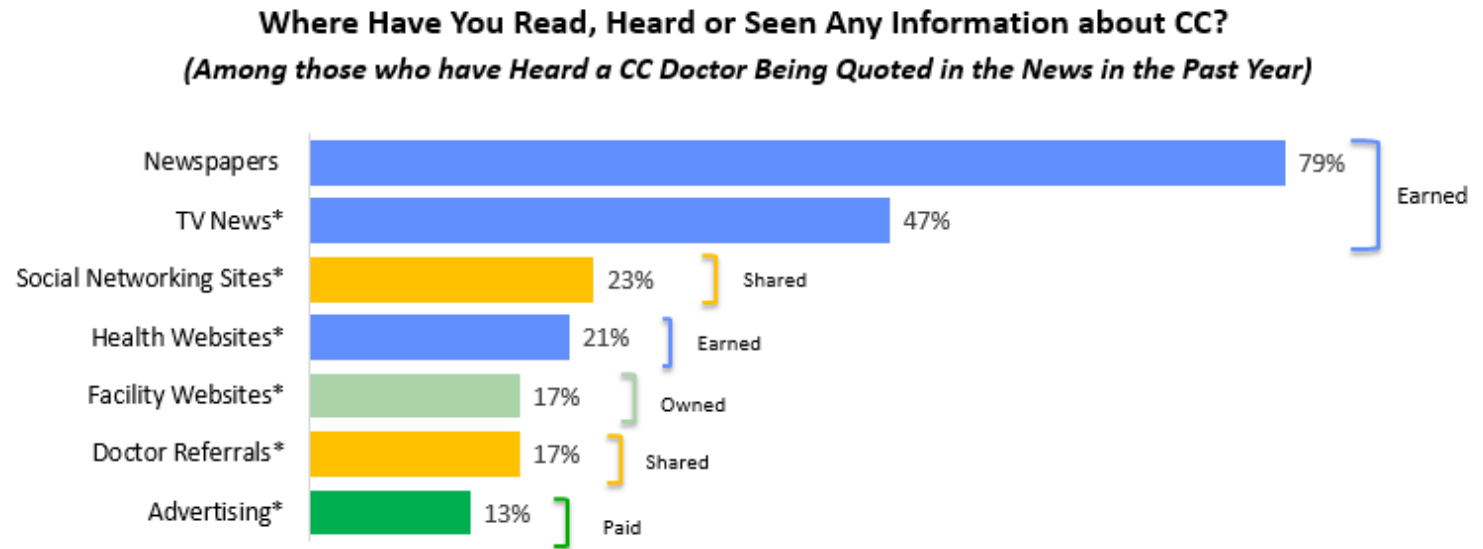
Results – After One Year

Colon Cancer Assessment Tool Daily Leads and March Patient Update June 2015



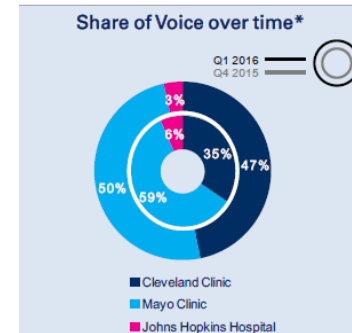
We Demonstrated our Case!

- **Ketchum/Gorkana : Analytics showed effectiveness**
- **Showed value for money**
- **Leadership AGREED**
- **No cuts to our team nor budget!**

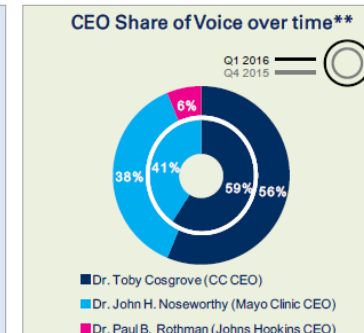


Program Elements

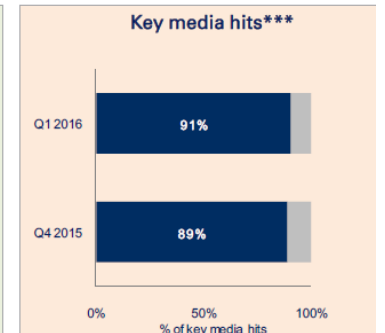
- Reputation Research and Other Research
- Target Audiences and Media Outlets
- Narrative – Cleveland Clinic Story
- Research, Insights, Strategy, Creative
- Monthly Monitoring and Analysis
- Synchronize with Marketing (No Silos!)
- Database Warehouse (in development)



[▲ 12% Q4]



[▼ 3% Q4]



[▲ 2% Q4]

Results

- **1292 Patient Leads in March**
- **396 Leads Attributed to PR Efforts**
- **36 Actual New Patients**
- **\$85,000 in Revenue to Hospital**



Measurement Made the Difference

- **Maintained 2015 & Grew 2016 PR Budget**
- **Demonstrated that PR Brings in New Patients**
- **Demonstrate that PR Drives National Awareness**
- **Increased PR Credibility & Importance**
- **More “Seat at the Table” Power**
- **Better Understanding of “what works” and “what doesn’t”**



Key Takeaways

- **Have a Vision**
- **Apply the Barcelona Principles**
- **Take it Slow – Takes Time**
- **Inform/Buy-in from Key Executives**
- **Integrate Efforts with Marketing**

