

UF Health Radiology Marketing Plan

PURPOSE

UF Health Radiology seeks to increase market share in Northeast Florida and Southeast Georgia with a particular emphasis on gaining patients through physician referrals.

This marketing campaign is designed to reach referring physicians with information to encourage use of the radiology programs and services.

SITUATION OVERVIEW

UF Health Radiology in Jacksonville, Florida, is an active partnership between the University of Florida College of Medicine – Jacksonville and UF Health Jacksonville. Comprised of board-certified radiologists — many with formal subspecialty training — as well as radiology residents and fellows, imaging scientists, technologists, nurses, and other specialty staff, the department is a full-service, subspecialized team ready to meet the clinical and academic needs of UF Health Jacksonville and UF Health North.

The department is known primarily for its convenient and accurate imaging services, but wishes to broaden that perception and create recognition as the region's premier radiology department providing unmatched service at every level of need.

Prime competition for patients comes from regional hospitals and independent imaging centers in and around Duval County.

Faced with this competition, growing market share is dependent upon internal referrals and altering the general perception that UF Health is appropriate only for uninsured patients.

GOALS AND OBJECTIVES

While the program has significant depth of service offerings and expertise of its doctors, market perception tends toward thinking first of Baptist Medical Center and St. Vincent's as top hospitals for imaging procedures. Messages for this campaign need to focus on positioning the Radiology department as being the foremost expert in the areas of:

- Abdominal & Body Imaging
- Cardiovascular & Thoracic Imaging
- Emergency & Trauma Radiology
- Functional & Molecular Imaging
- Vascular & Interventional Radiology
- Musculoskeletal Radiology
- Neuroradiology
- Pediatric Imaging
- Women's Imaging

Communication activities help support the Radiology's effort to increase volume and profits.

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This marketing plan utilizes a number of communications techniques and vehicles to support these growth goals. Principally, we are targeting:

- Maintaining or growing levels of referrals from the UF Health primary care network
- Increases in referrals from community doctor
- Increases in the number of second opinions sought

Note: A marketing campaign is only one part of the equation and on its own cannot accomplish the goals of the organization and the department. We encourage the group to revisit their goals to evaluate whether or not the numbers can realistically be achieved, given there are many variables that affect the outcome.

TARGET AUDIENCES

The plan is divided into two efforts — one to reach internal referring physicians and the other targeting external referring physicians. Messaging and tactics are to be developed for each market. Based on conversations with radiology, the target audiences are broken down this way:

Internal Audience

- Primary and family care physicians
- Internal medicine physicians

External Audience

- Non-UF Health primary and family care physicians
- Non-UF Health medicine physicians

KEY MESSAGES

There are two central messages for this campaign:

- UF Health Radiology has specialists with extensive education and experience in all types of imaging and uses the latest in diagnostic and interventional procedures.
- Patient outcomes are often better with quicker recovery that leads to improved quality of life.

Together, these messages are designed to enhance — or improve — perceptions about quality of services.

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RECOMMENDED TACTICS

Physician-to-Physician

Building relationships and educating referring physicians about the services offered by the Radiology are key to physician-to-physician marketing. We recommend developing an overview brochure about the department's services, using direct mail and physician-to-physician visits to support the following:

- Inform doctors of UF Health Radiology's services and expertise
- Position UF Health Radiology as the go-to center for imaging services
- Encourage referrals for second opinions

UF Health Radiology Overview Brochure

A brochure for referring physicians that explains the following:

- Services offered by UF Health Radiology
- Use of multispecialty teams
- Willingness to share patients with referring doctors
- High level of care provided

Separate inserts can be created to list specific services, imaging locations and ways to refer. Inserts are cost effective and are easily replaced when services change. This brochure can be mailed or delivered in person during business development visits.

Physician-to-Physician Direct Mail

Develop a high-impact piece to target referring physicians to be mailed twice during the campaign period. Target list covers primary care and internal medicine physicians as well as other external physicians in Northeast Florida and Southeast Georgia.

Referring Physician Reception at UF Health Jacksonville

We recommend holding one to two small receptions for referring physicians at UF Health Jacksonville and UF Health North. This will expose more community doctors to the facilities, which, in turn, helps them better inform patients when referring to UF Health radiologists. The department will need to coordinate receptions with UF Health managers, contract and manage catering services, and invite referring physicians.

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ADDITIONAL RECOMMENDED TACTICS

Health Services Consumers

- Inform community doctors of UF Health Radiology's depth of services and breadth of expertise
- Position UF Health Radiology as the go-to center for imaging services
- Encourage referrals for second opinions
- Increase the number of patients and clinical visits

UF Health Jacksonville Website – Radiology Section

An important component of the UF Health Radiology campaign is updating and reorienting the department's pages on the UF Health Jacksonville website. The campaign drives physicians (and others) to the department's webpages to learn more about services, doctors and expertise.

Pages should be oriented to answer search queries with relevant up-to-date information and patient and doctor videos. We will then be able to track secondary actions of visitors to these pages and can make campaign adjustments based on their activity.

A separate plan is being developed to make changes to the website, but those changes will have to follow strict guidelines that UF Health has established for navigation and links.