

# Wave 7:

## *State of Digital Marketing in Healthcare Report*



  
greystone.net  
Strategic Thinking | Digital Healthcare

 klein & partners  
an affiliate of The DRG

Released  
August 2022

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## Background

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- ❑ This report shares the results of Wave 7 of the Annual Healthcare Digital Marketing Survey administered by Greystone.Net and Klein & Partners.
- ❑ It provides valuable insight for CEOs, CMOs, web leaders, digital managers and others involved in healthcare marketing to assess the current state of their organizations' digital efforts, future plans and compare themselves to their peers.
- ❑ This survey is designed to measure the current state of marketing overall, and the use and effectiveness of digital marketing in particular.
- ❑ The results identify trends and challenges faced by the industry and can help marketers understand their current environment as they prepare for the future.

# Methodology



Online survey among a national sample of healthcare marketers



n=134 → +/-7.1% at the 90% CL



Fielded: January – March 2022



Note: Wave 6: late 2020/early 2021, Wave 5: 2019, Wave 4: 2018, Wave 3: 2017, Wave 2: 2016, Wave 1: 2015



Note: Arrows (↑↓) indicate a statistically significant difference in results

## Demographic Profile of Healthcare Marketers Participating in Waves 6 and 7

Demographics	Wave 7	Wave 6
<b>Organization Type</b>		
Health system	<b>45%</b>	37%
AMC	31%	25%
Community hospital	11%	12%
Children's hospital	10%	8%
Other type	3%	3%
<b>#Beds</b>		
<200	13%	17%
200-499	20%	23%
500-999	<b>32%</b>	27%
1,000+	<b>35%</b>	33%
<b>Title</b>		
Director of Marketing	16%	14%
Chief Marketing Officer	4%	4%
Marketing Manager	20%	15%
VP of Marketing	5%	5%
Dir of Interactive/Digital Marketing	10%	15%
Web Manager	9%	12%
Chief Digital Officer	3%	1%
Director of Web Services	7%	6%
Webmaster	3%	3%
Chief Experience Officer	0%	1%
Other	23%	25%
Average years working in healthcare	13	14

**Note:** Our data are following the real trends of larger and larger systems.

## Executive Summary

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*Overview of the Key Findings*



## So, What Does This All Mean?

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- ❑ CRM, as a tool used by healthcare marketers, continues to slide in confidence (e.g., support from the vendor) and effectiveness. This is an issue that needs to be quickly turned around so that healthcare organizations can leverage the results of data-driven marketing campaigns while meeting the needs of consumers for personalized communication and customized experiences. Perhaps this happens by adjusting how CRM is used, and by running small experiments that can be monitored, adjusted and expanded as success grows.
- ❑ For the first time in the history of the survey, marketers are feeling significantly challenged by “managing change in the organization” and by their organizations’ “inefficient business practices.” These are two of the biggest challenges facing marketers and are compounded by continuing issues of low staffing and low funding. There is a need for a mindset shift when it comes to the how organizations staff, fund and support marketing.
- ❑ The median marketing budget for healthcare organizations is trending up, likely fueled by the growing number of acquisitions and mergers that are creating larger organizations, and thereby, larger marketing budgets and teams. This means many healthcare systems will find their organizations competing against increasingly larger systems that have well-funded and well-staffed marketing teams. How are they going to measure up?

## So, What Does This All Mean?, *cont'd.*

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- ❑ As organizations continue to consolidate and grow, there has been a shift to cross-industry, larger, nationally recognized vendors for tools to support CMS, CRM and PRM. However, there still are segments of hospitals and healthcare systems relying on proprietary, industry-focused tools.
- ❑ The percentage of mobile devices being used to access the healthcare website has flattened over the past several years to around 60%. This provides some stability in understanding the characteristics of user volume and allows digital marketers to have more concrete planning related to traffic and device type.
- ❑ Currently, the most promising and sophisticated tools for healthcare digital marketing are also seen as the least effective by digital marketers. CRM, apps, personalization and AI were all rated in the lower tier of effectiveness in this survey despite having the greatest potential for strategic use, driving conversions, tracking customers and potential effectiveness. Healthcare marketers will need to learn to better leverage these tools for greater effectiveness in the years to come. This is likely to be the front line in the battle for the future healthcare consumer, especially as retail health emerges as another, and strong, competitor.



## Key Takeaways

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- ❑ Once again with this wave, a confidence gap continues to exist in how digital marketers grade themselves on the use of CRM versus all other digital marketing efforts.
- ❑ Using social media – whether paid marketing or social posting – remains the top technique used for digital marketing purposes followed closely by paid search. Programmatic buying significantly increased in Wave 7.
- ❑ The three largest online advertising vehicles used in healthcare are Facebook, Google Ads and LinkedIn, but advertising on online video grew significantly during Wave 7.
- ❑ The top five social media channels used in healthcare stayed consistent with Facebook, LinkedIn, YouTube, Twitter and Instagram, all being used by 90%+ of healthcare organizations. The use of blogs continues to hover at 74%. It remains to be seen if the Meta Pixel issue will impact health system use of Meta properties.
- ❑ Boosting Facebook ads and Google ads has remained constant over the past three years, but the use of Instagram sponsored ads increased.
- ❑ Social media and email marketing are the most used forms of content marketing, but recently, mobile-based advertising and PPC are increasing in use.

## Key Takeaways, *cont'd.*

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- ❑ The top three CMS software systems used in healthcare are WordPress, Sitecore and Drupal. Mercury Healthcare has seen a sharp drop in CMS market share.
- ❑ SharePoint continues to be the most common platform for intranets in healthcare with nearly a 50% market share.
- ❑ The use of CRM in healthcare continues to tick upward with roughly 69% of healthcare marketers reporting they have a CRM system.
- ❑ Of that number, Mercury Healthcare is the prominent CRM provider (39% market share) but has lost market share to Salesforce at 30% and LionShare at 7%.
- ❑ Of the 31% without a CRM, nearly four in ten foresee implementing one in the coming year, slightly up from Wave 6.
- ❑ CRM is being used most frequently to manage campaigns and pull lists; performance monitoring is an increasing use and conversions is the primary metric for effectiveness.
- ❑ Across the board in all aspects, the level of satisfaction with their CRM platforms continued to trend down in Wave 7 among marketers.
- ❑ Only about 16% of healthcare marketers reported using CRM to support population health initiatives, which is somewhat disappointing in a time when it could be so useful.

## Key Takeaways, *cont'd.*

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- ❑ The use of a Physician Relationship Management (PRM) system is significantly lower, at about 26% and lower than the last five survey waves. Less than 10% expect to implement a PRM system in the next year. Salesforce is the most used PRM in healthcare.
- ❑ Epic is the most frequently used electronic medical record at 72%.
- ❑ Approximately 53% of respondents use a Marketing Automation tool, with the most used tools being Salesforce Marketing Cloud followed by the tools offered by their CRM Vendor. These tools are most used for streamlining the email marketing process and creating relationships. There is an increasing use of Marketing Automation tools to determine ROI.
- ❑ The top four SEO tools used in healthcare saw significant growth during Wave 7 and include Google Search Console, Google Tools, Siteimprove and SEMrush.
- ❑ The most used email systems in healthcare include MailChimp, Salesforce Marketing Cloud and Constant Contact.
- ❑ The pace of change in platforms has slowed; however, there are small upticks in plans to redesign the intranet, and to change/upgrade their CRM system.
- ❑ Google Analytics continues to be the dominate platform for measuring website performance, but that may change dramatically with the transition to GA4 next year.

## Key Takeaways, *cont'd.*

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- ❑ Page views is losing importance as a KPI, with more health systems looking at CTRs, conversion rates and growth in social media engagement. Bounce rate is increasing in use as a KPI.
- ❑ Approximately 60% of website visitors use a mobile device to access hospital or healthcare system websites. There seems to be a plateau of mobile compared to web users as these numbers have been flat for the past 3 waves of the survey.
- ❑ There was significant growth in the use of chat functions (41% in Wave 7 versus 28% in Wave 6) on health system websites.
- ❑ About 52% of marketers indicated they have a fully functioning mobile app for consumers, with another 19% indicating they are midway in app planning and app production. Of those, about 53% were independently developed with their primary functions including include find-a-doctor, access the portal and find facility information.
- ❑ Marketers feel like they are becoming more effective at social media marketing and privacy compliance, and they are using digital tools primarily to drive website traffic.
- ❑ About 25% indicated they will continue to market virtual visits aggressively and another 55% said they will continue to market virtual visits as a part of the marketing mix. Virtual visits are here to stay.

## Key Takeaways, *cont'd.*

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- ❑ Marketers are increasingly concerned with their organizations' lack of vision and flexibility as well as old processes.
- ❑ Staffing levels remain the most pressing issue followed by moving to more personalization and 1:1 marketing efforts, which require strong data and CRM strategies.
- ❑ The median marketing budget from Wave 7 was \$5.58m, up from \$3.5m in the previous wave. The proportion of those funds allocated toward website tasks and digital marketing (19% and 29% respectively) remained stable when compared to the previous two years.
- ❑ Most marketers expect their budget for the coming year to remain about the same as this year.
- ❑ The gap between the marketing budget needed as a percentage of the organization's total revenue grew in the last year (need 2.51% versus 1.24%).
- ❑ The mean number of marketing FTEs has increased to 43 (38 in Wave 6 versus 55 in Wave 5) but remains below the number needed to be effective (59).

## Key Takeaways, *cont'd.*

---

- ❑ The web and interactive marketing roles that are most likely to have no resource include app development, website experience survey, marketing automation and CRM integration.
  - The most outsourced roles continue to include digital media buying, SEM and online advertising.
  - When looking at marketing functions performed in-house, there has been a significant decline in social media listening and digital media buying.
  
- ❑ The business publications most read by healthcare marketers are not healthcare publications, but a variety of general business publications and newspapers.

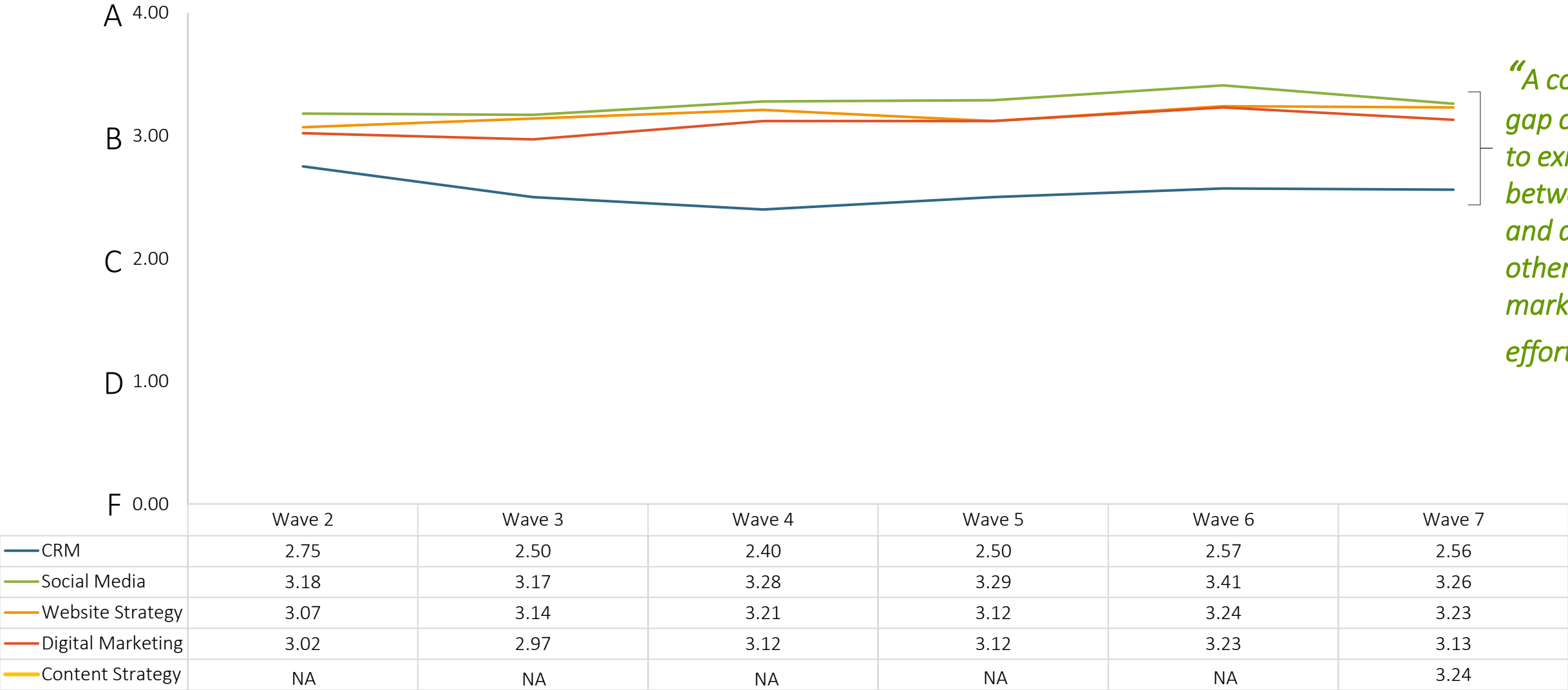
## Healthcare Marketing Confidence Grade

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*How Confident are Healthcare Marketers in their Marketing Strategies?*



# How Healthcare Marketers Grade Their Efforts in ...





## Online and Digital Marketing Techniques Used

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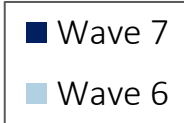
*What Tools and Techniques Are Being Used*



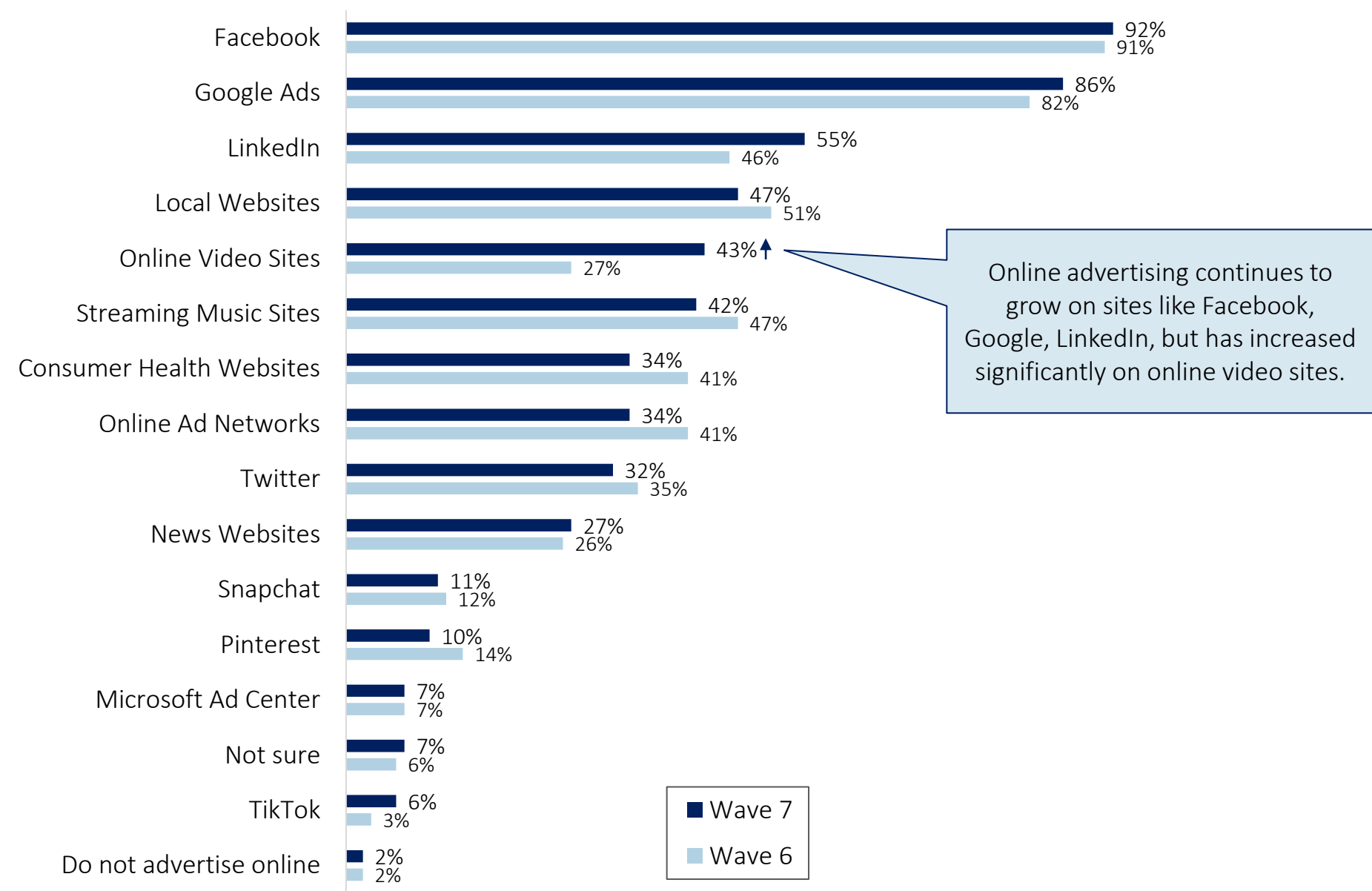
Online/Digital Marketing Currently Used at Hospital/System



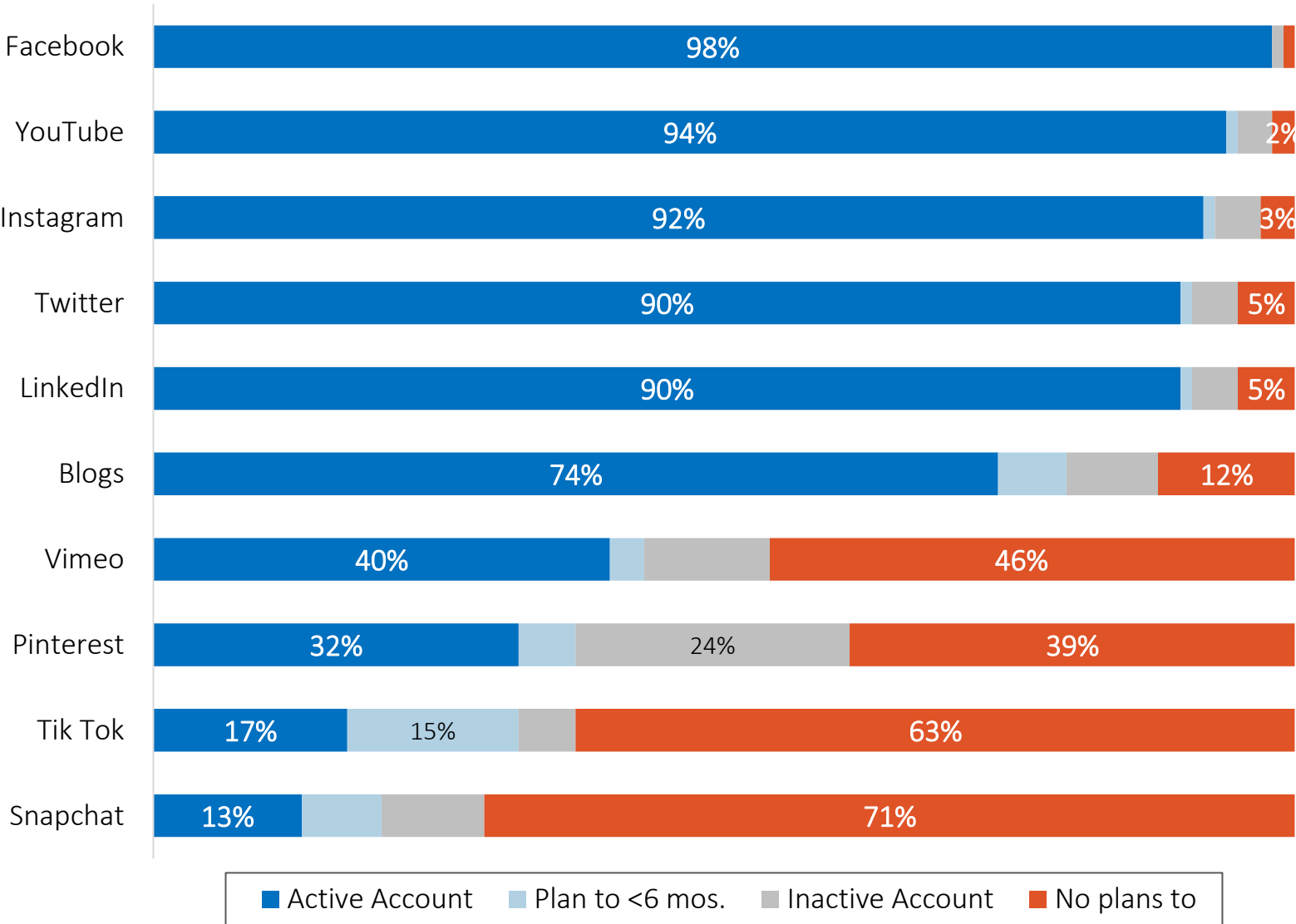
Using social media – whether paid marketing or social posting – remains the top technique followed closely by paid search. And programmatic buying significantly increased in Wave 7.



### Online Advertising Used In Healthcare



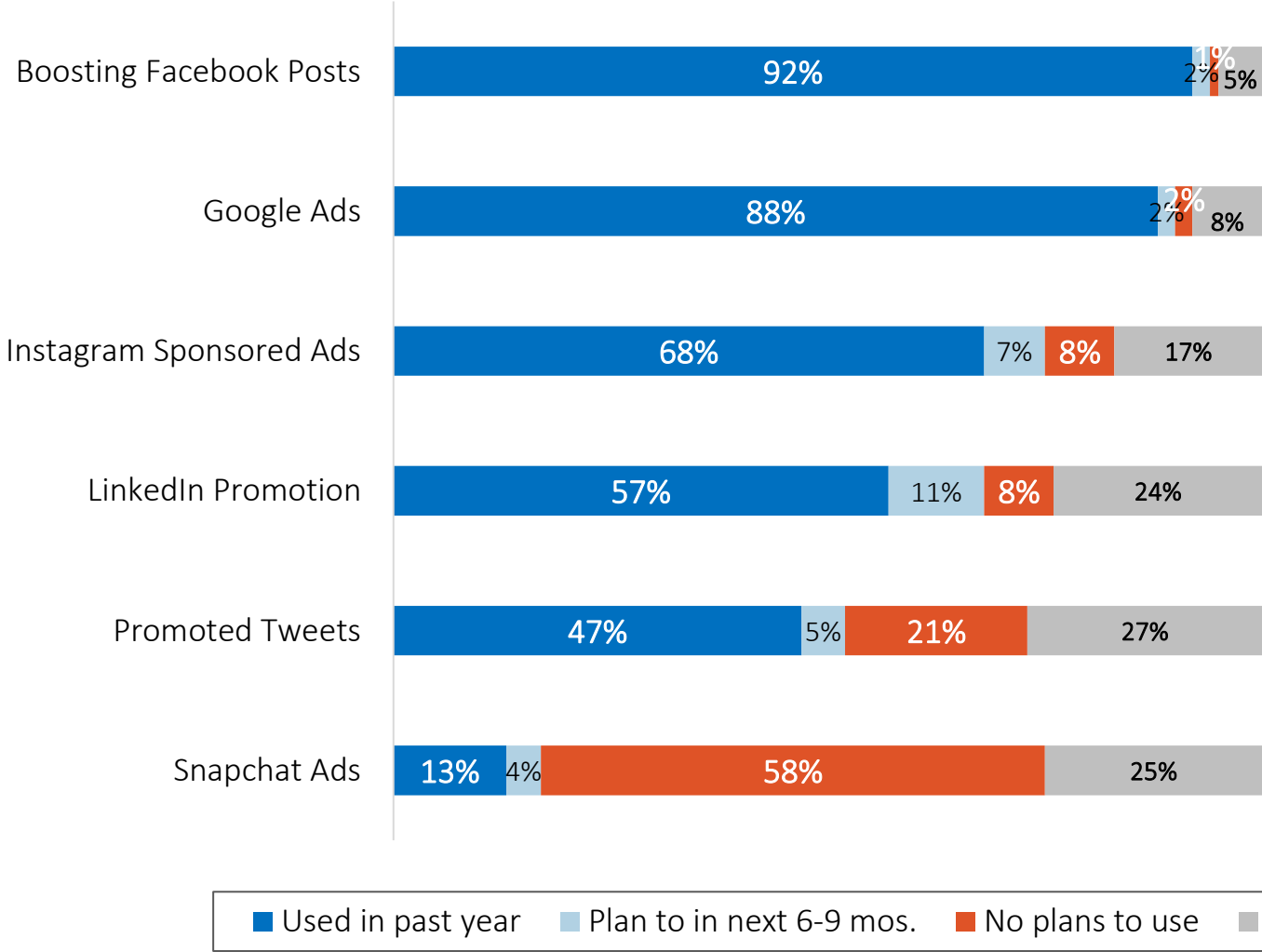
Social Media Channels



The top five social media platforms used in healthcare remain the same, but the jury is out on whether the Meta Pixel issue will have a long-term impact on health system use of Meta properties.

Note: Data are from Wave 7

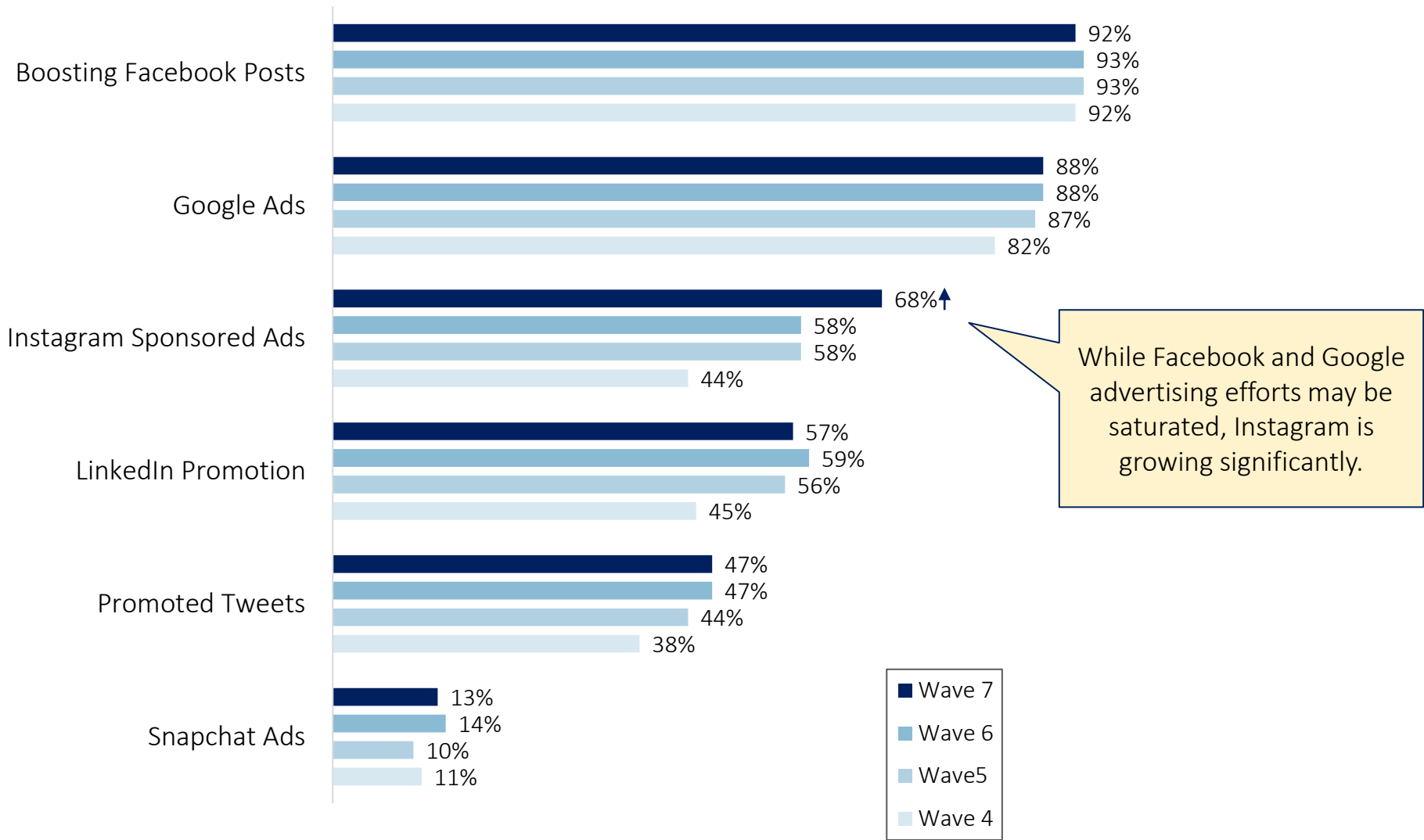
Online Advertising Techniques Used in the Past Year



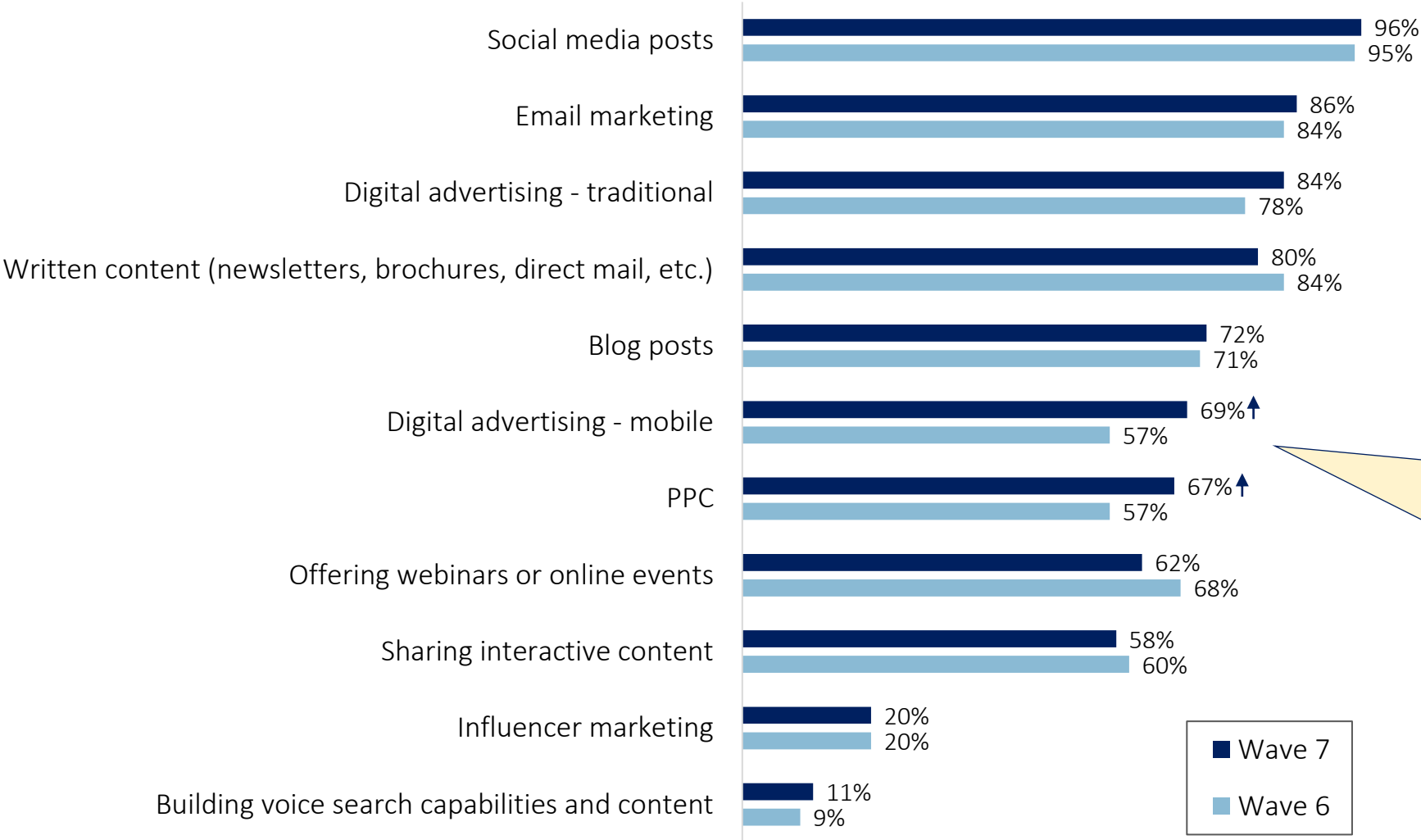
The currently used online advertising techniques are largely unchanged from Wave 6, except for a 10-point increase in the use of Instagram ads.

Note: Data are from Wave 7

### Online Advertising Techniques Used Compared to Past Years



### Content Marketing Channels Used During COVID to Reach Consumers and Patients



Content marketing became increasingly important during COVID-19, with some of the biggest gains in mobile advertising and PPC.

## CMS, CRM and Marketing Automation

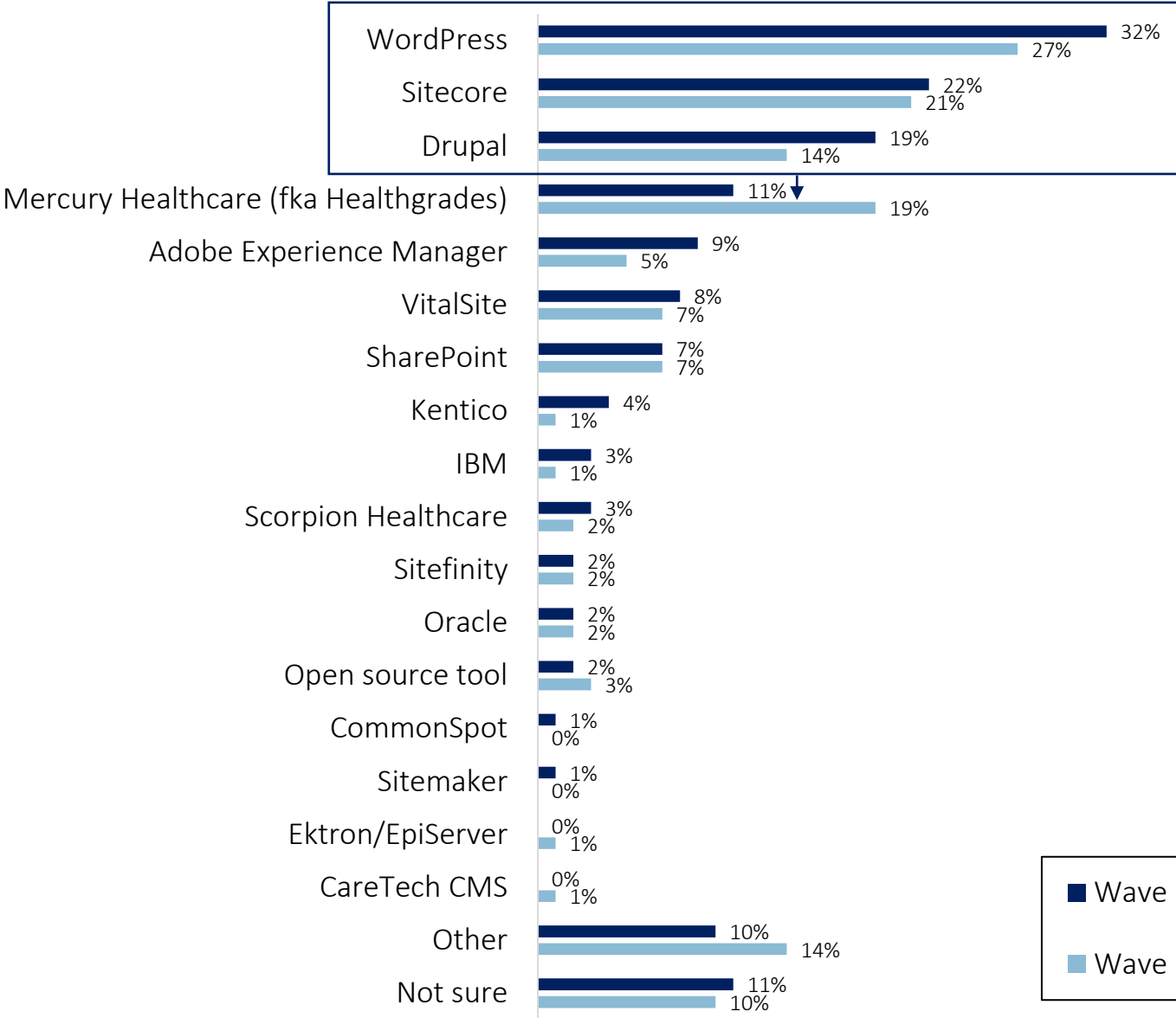
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*The Latest Results*

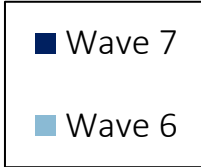




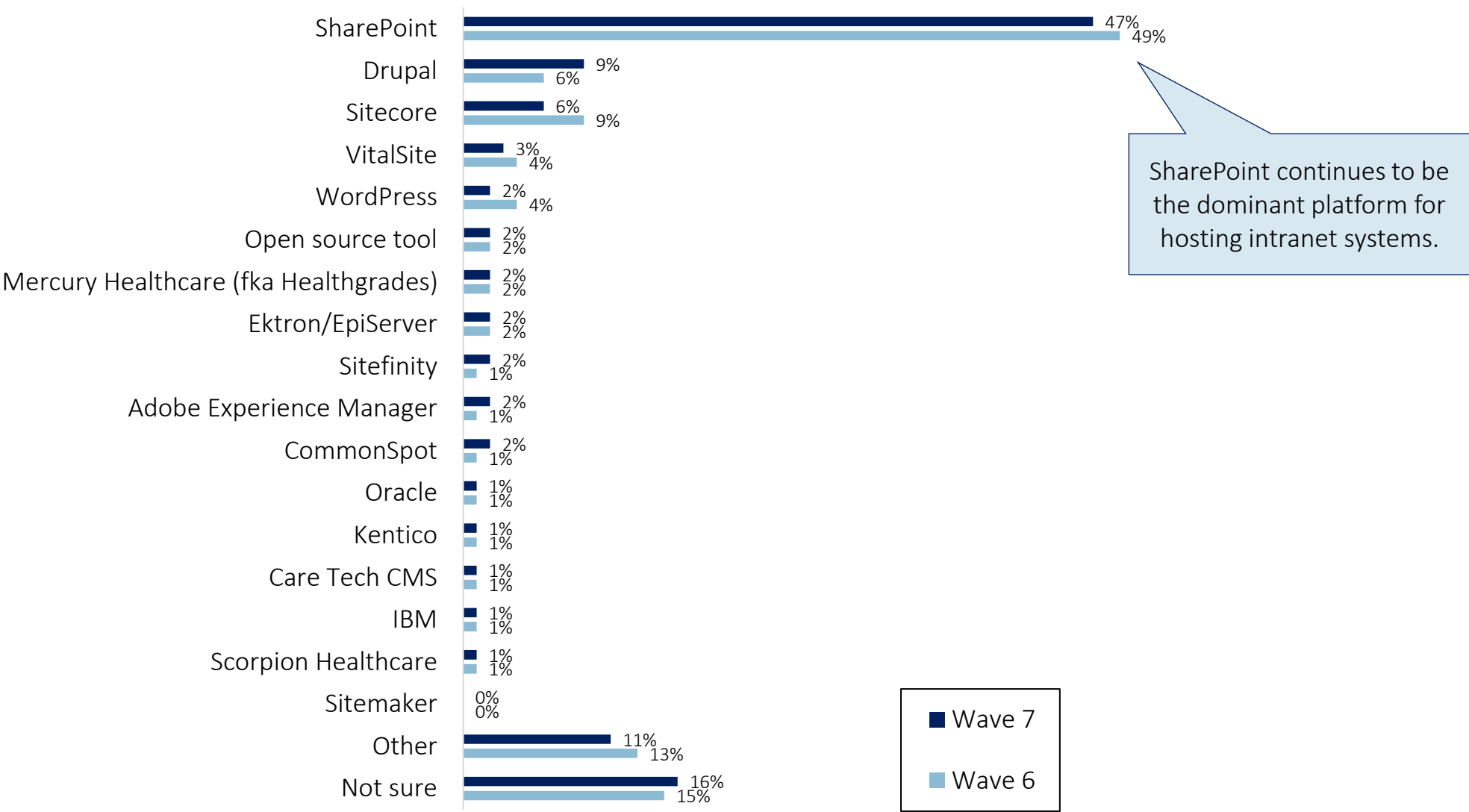
CMS Software Used to Support Website

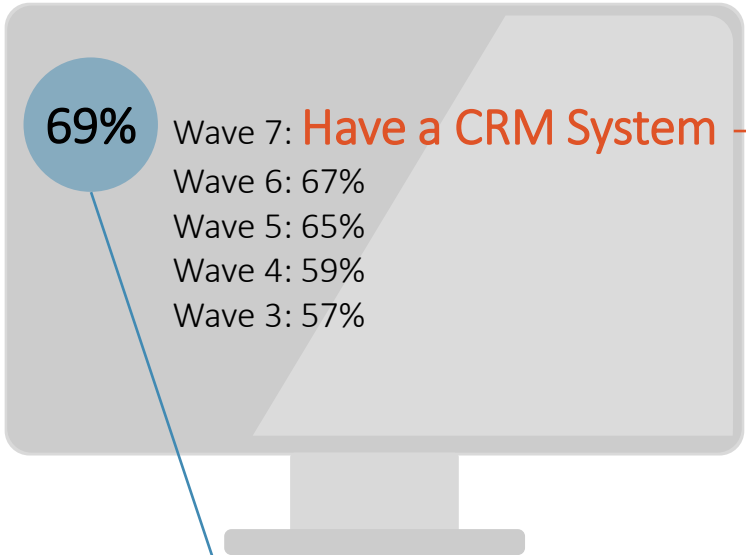


The primary content management systems used in healthcare continue to grow market share, while Mercury Healthcare saw a market share decline.

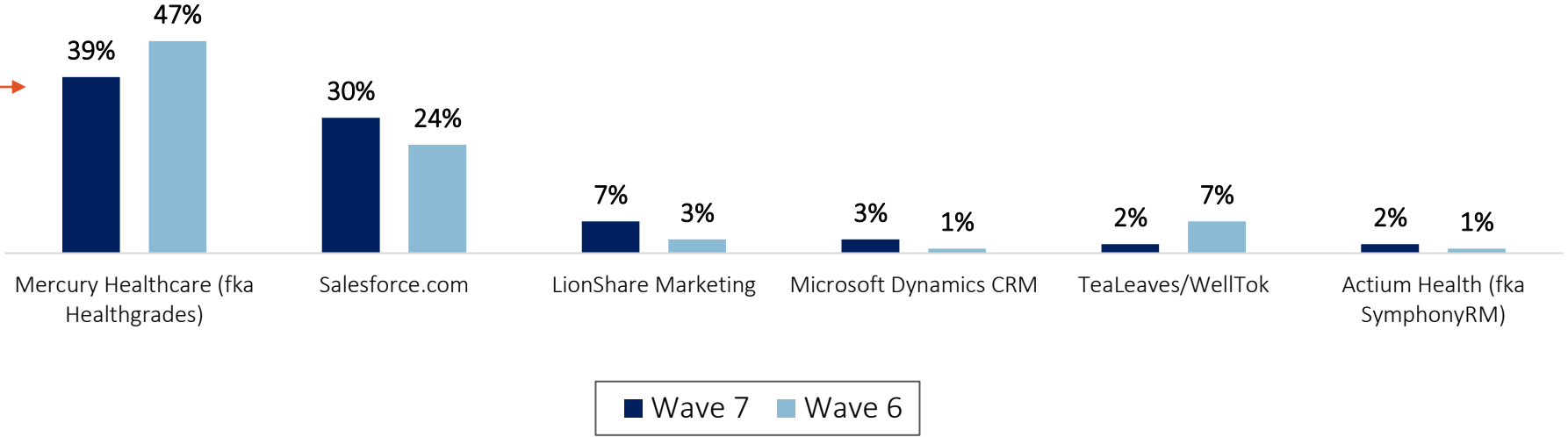


CMS Software Used to Support Intranet

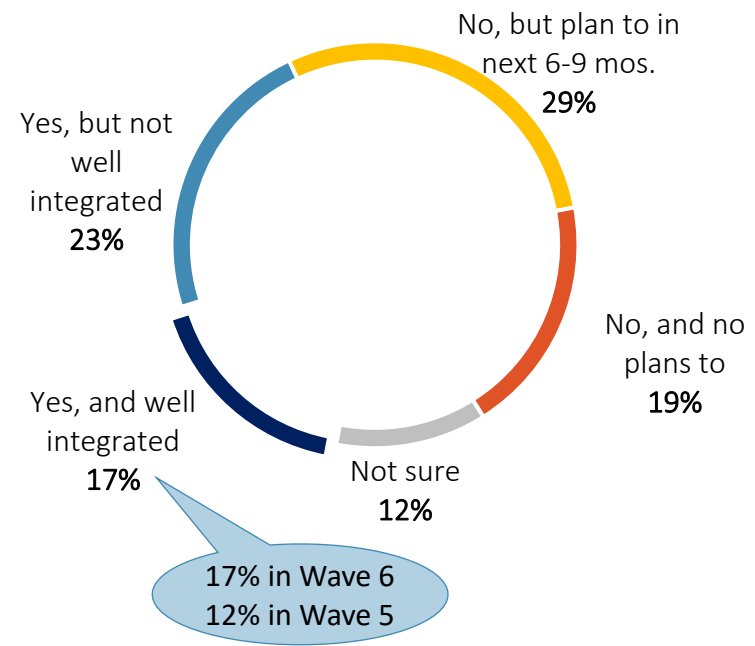




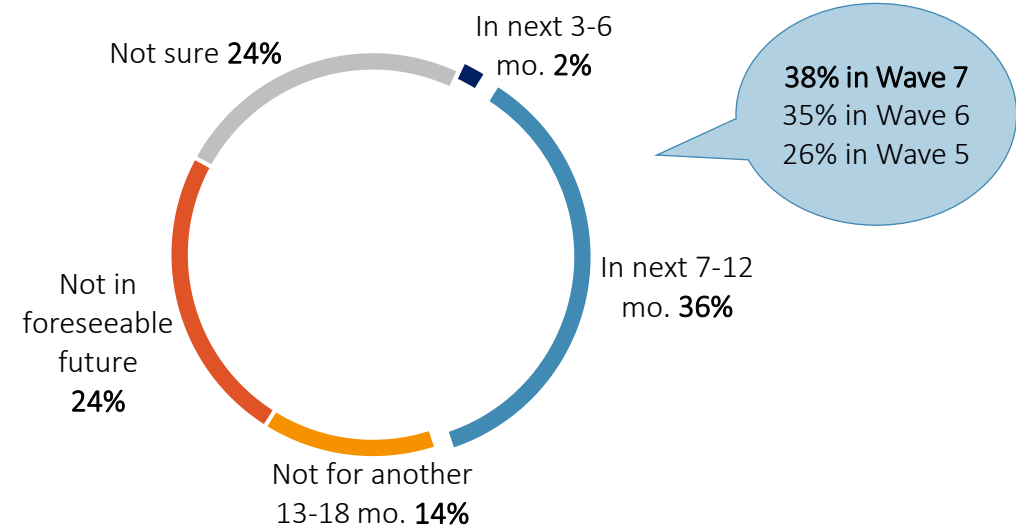
### CRM Vendor Used



### Website and CRM Integrated

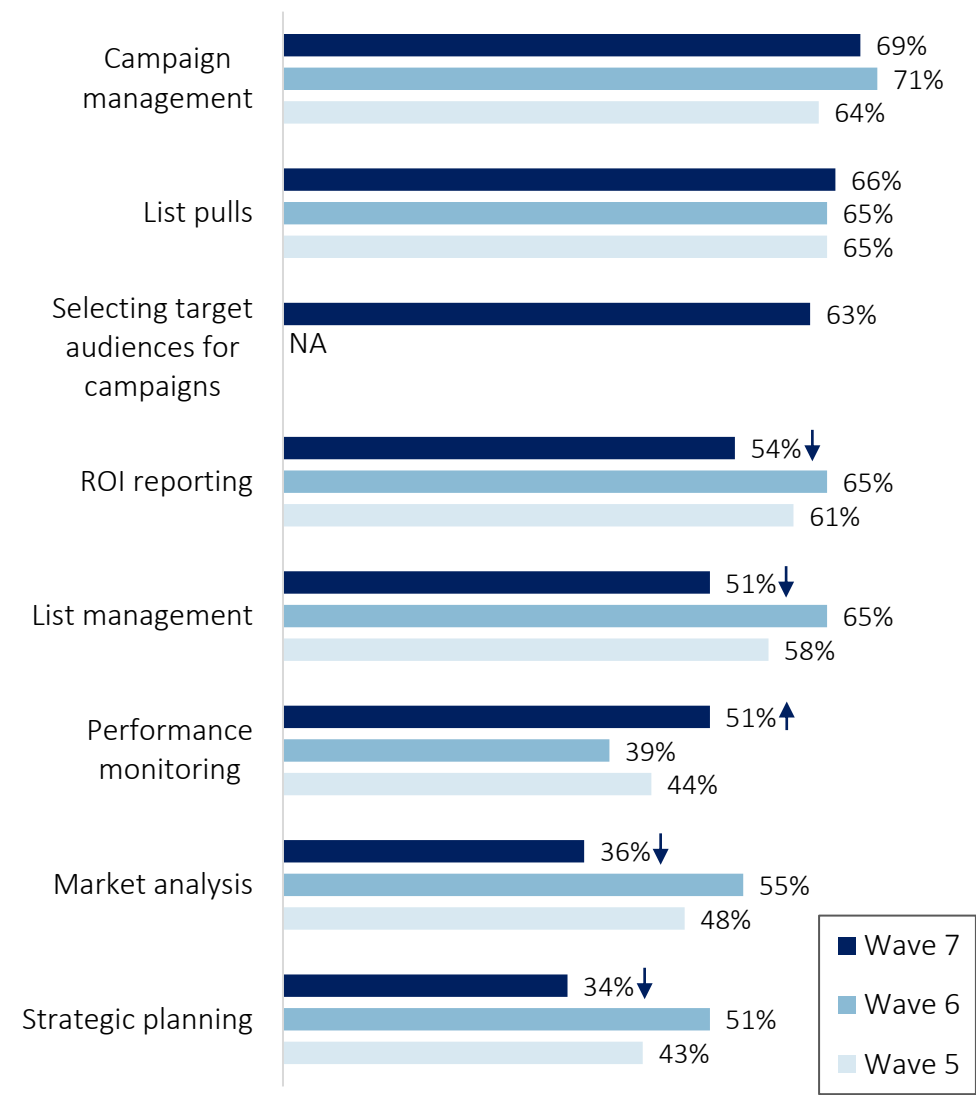


### Plans to Implement CRM (Among the 31% without CRM)

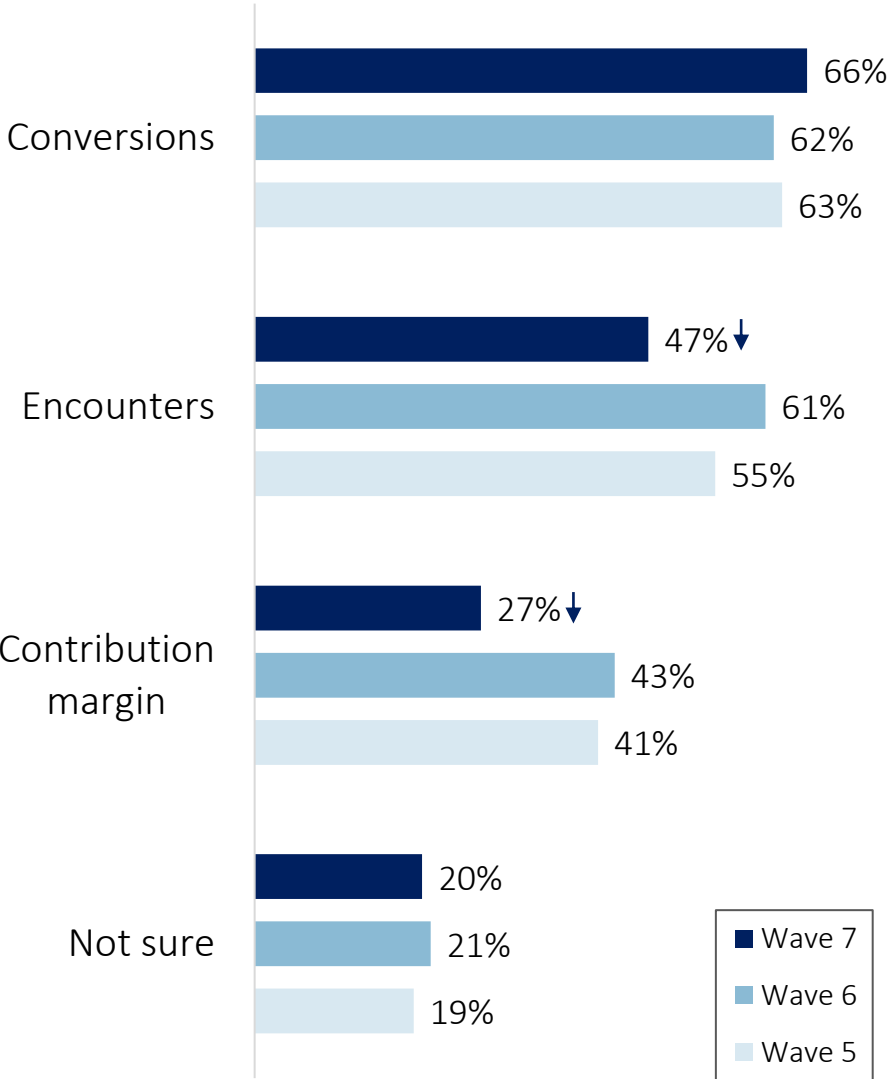


# CRM Uses

Use CRM System for...

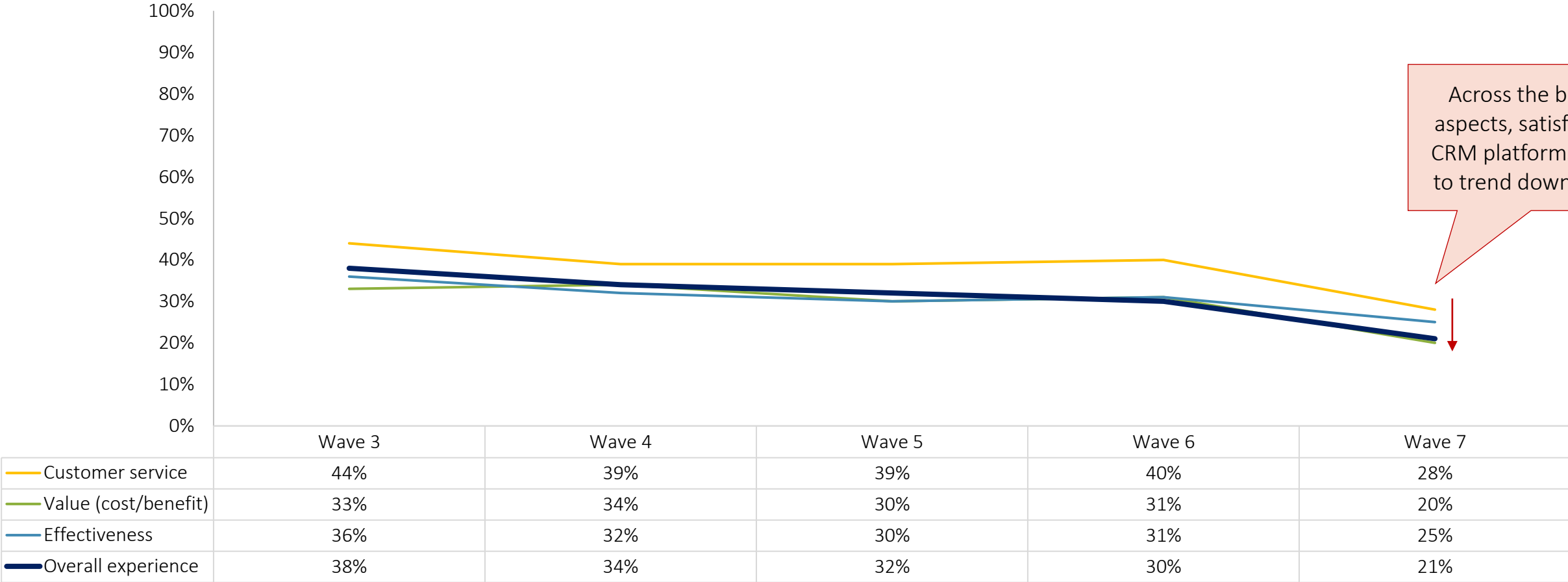


Metrics to Measure CRM ROI



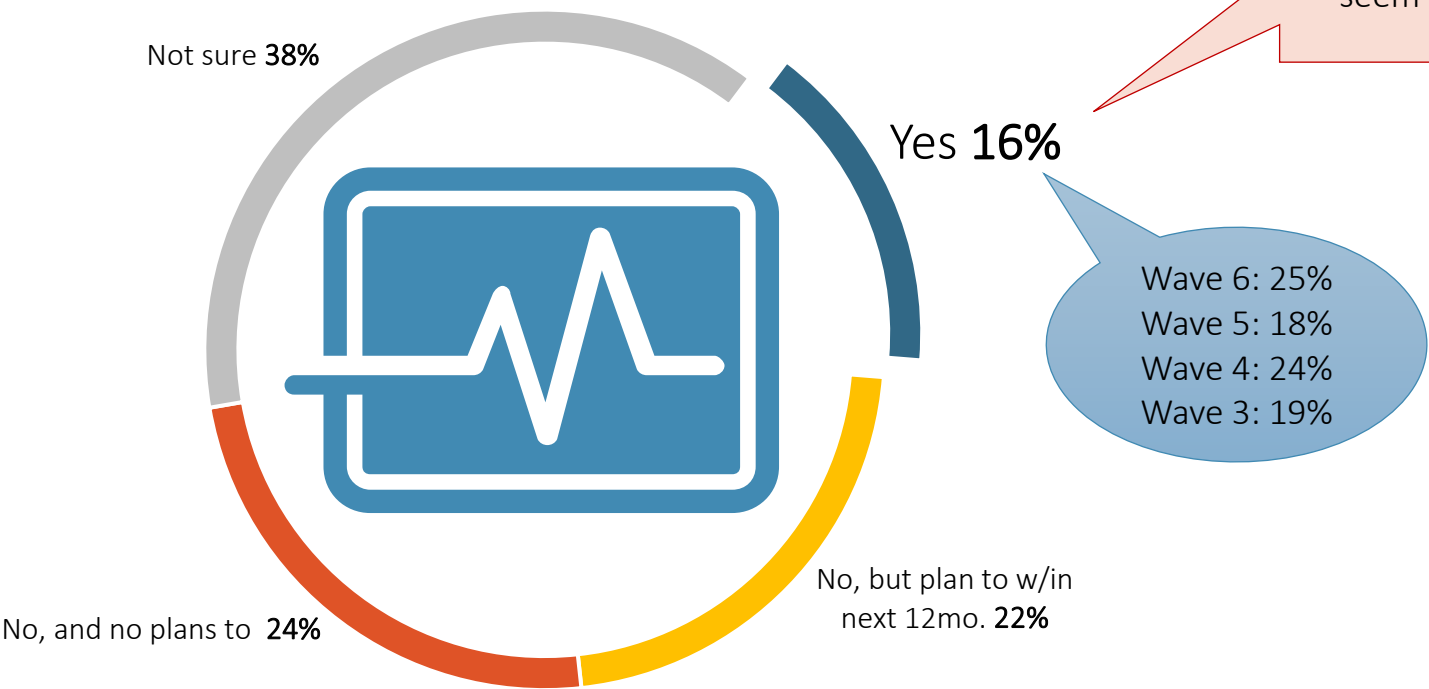
# CRM Experience - Trended

Excellent/Very Good Experience with CRM



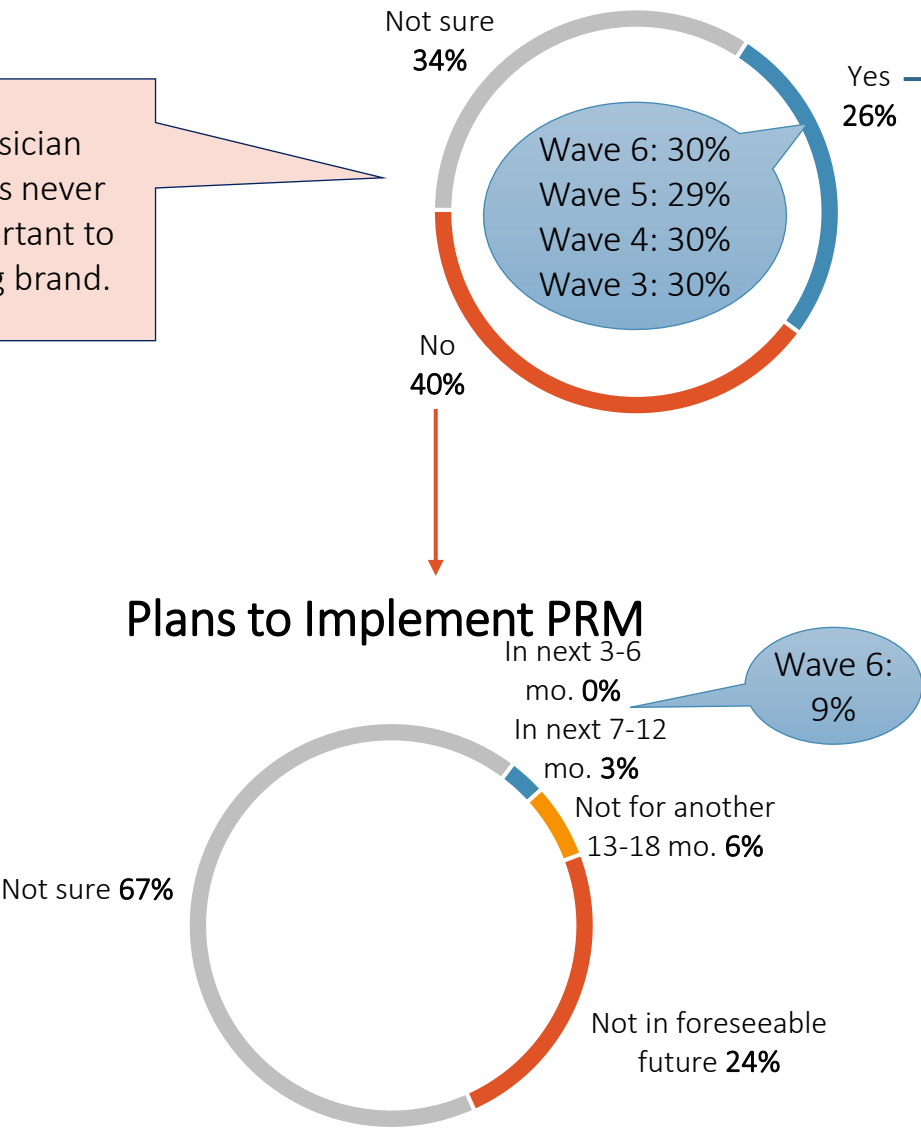
# CRM Integration with Population Health

## Use CRM to Support Population Health Initiatives

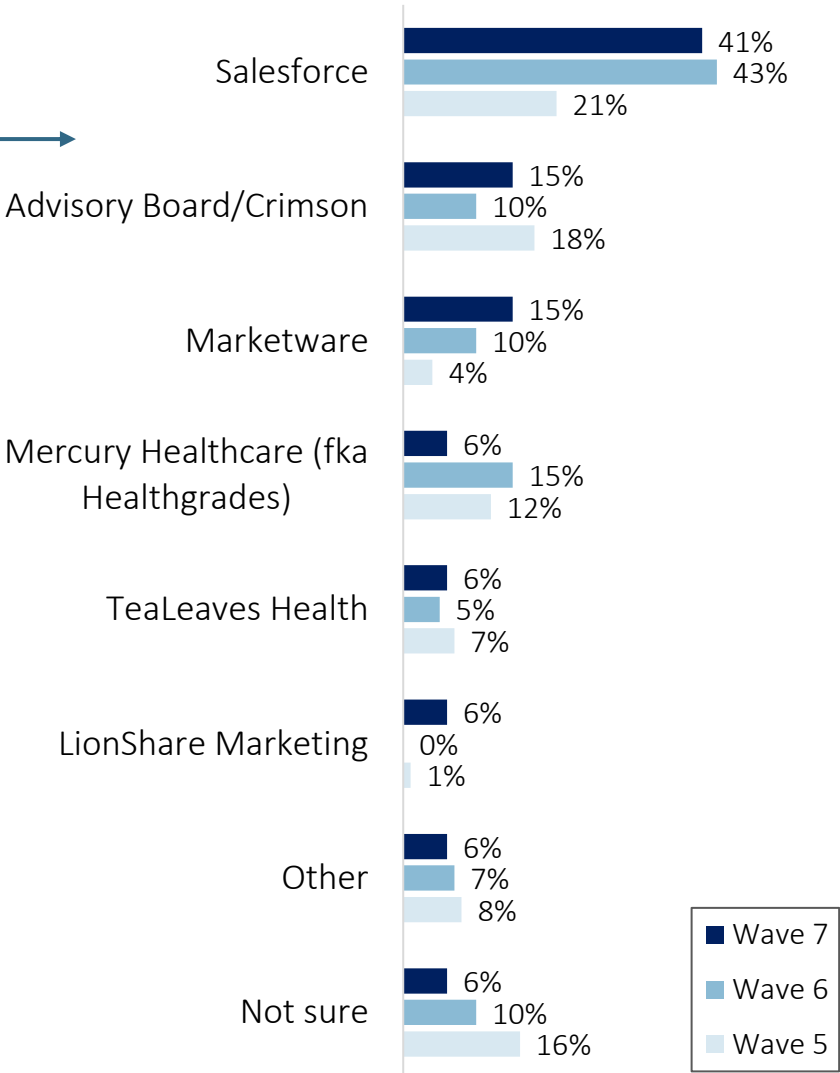


Use of a Physician Relationship Management (PRM) System

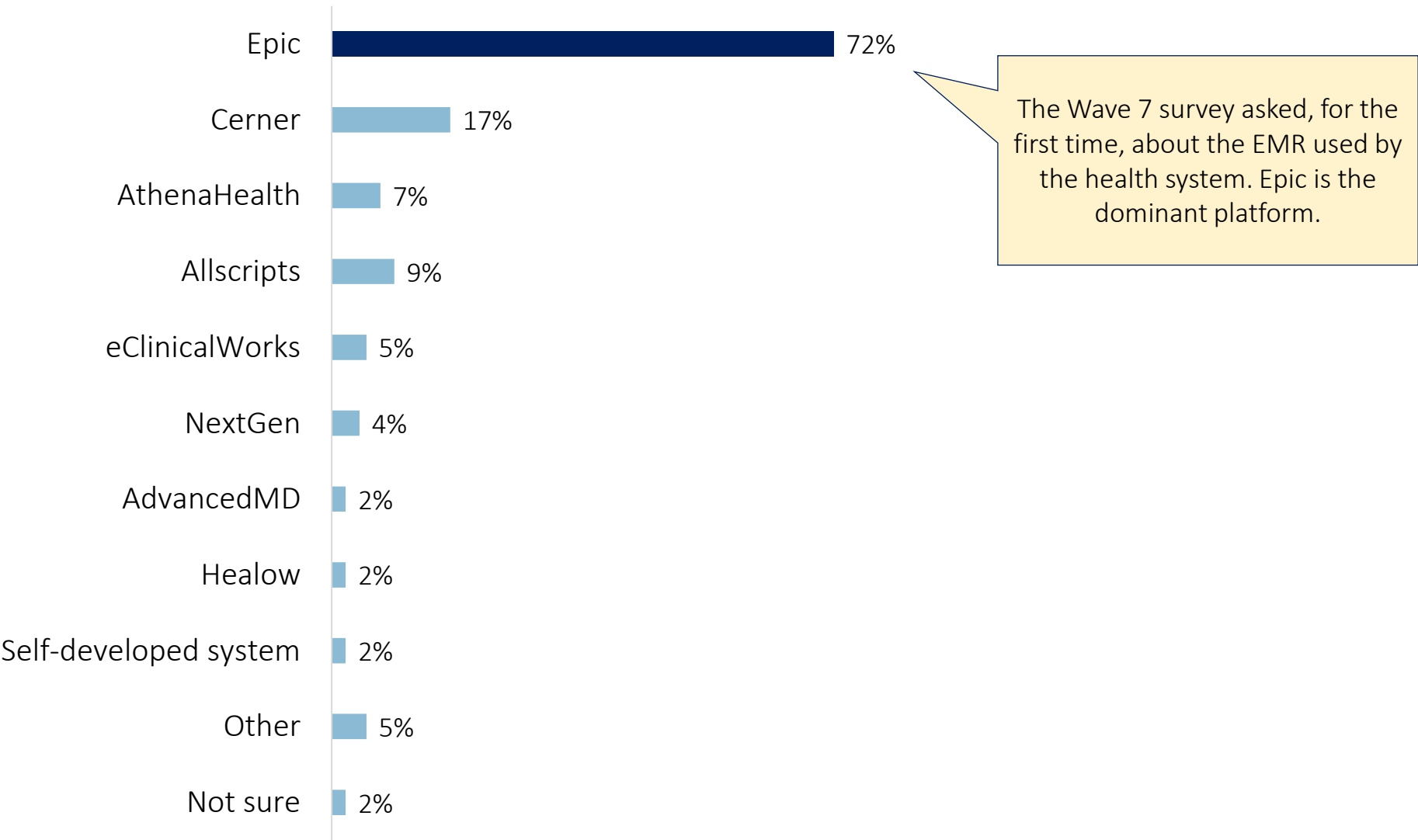
Managing physician relationships has never been more important to building a strong brand.



PRM Vendor Used



### Electronic Medical Record (EMR) System Used

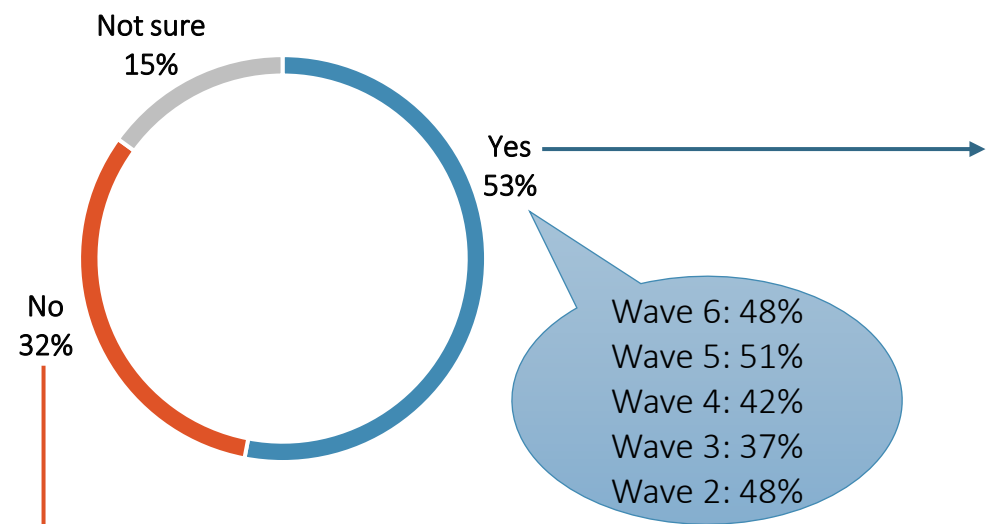


Note: Data are from Wave 7

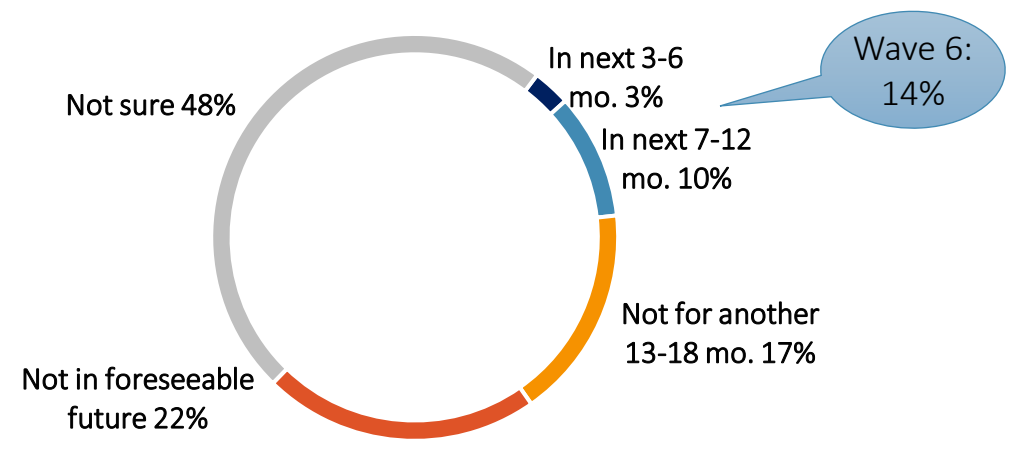


*“The use of marketing automation tools continues to grow.”*

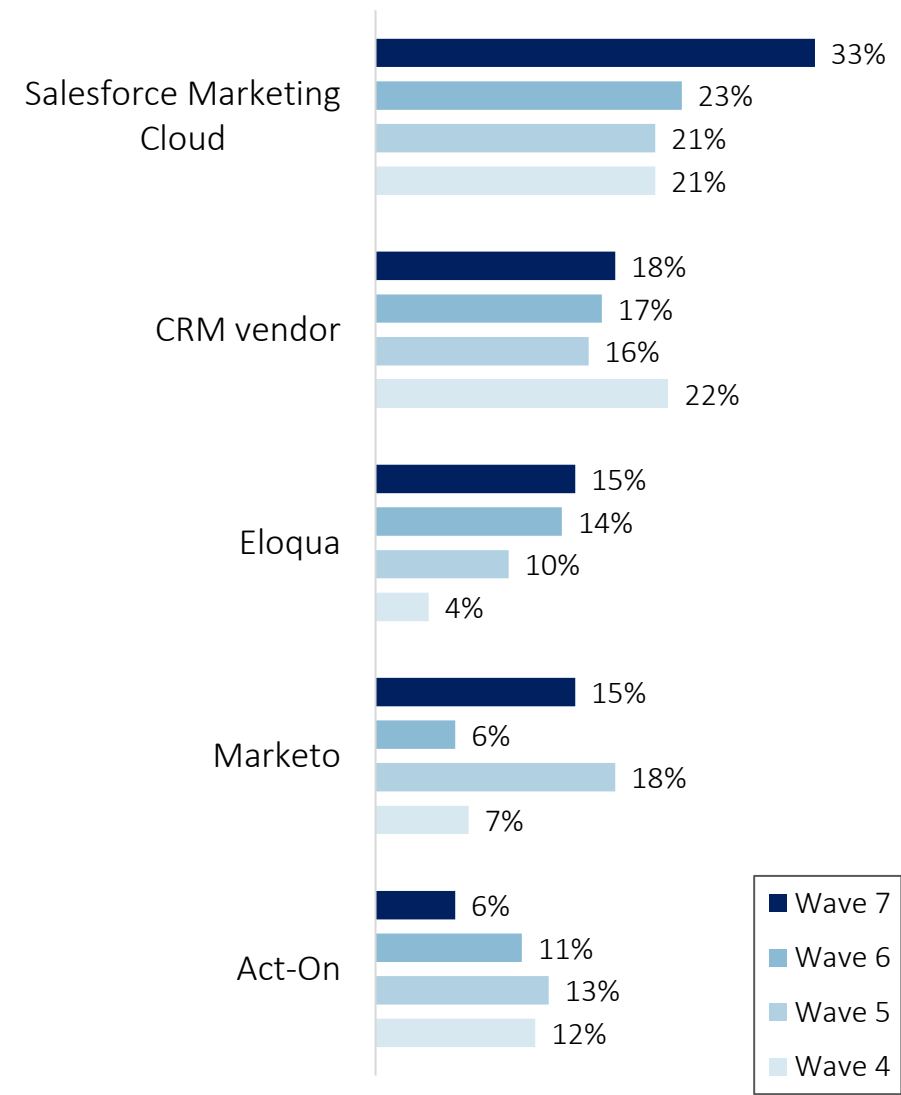
Use of a Marketing Automation Tool



Plans to Implement Marketing Automation Tool



Marketing Automation Tool Used

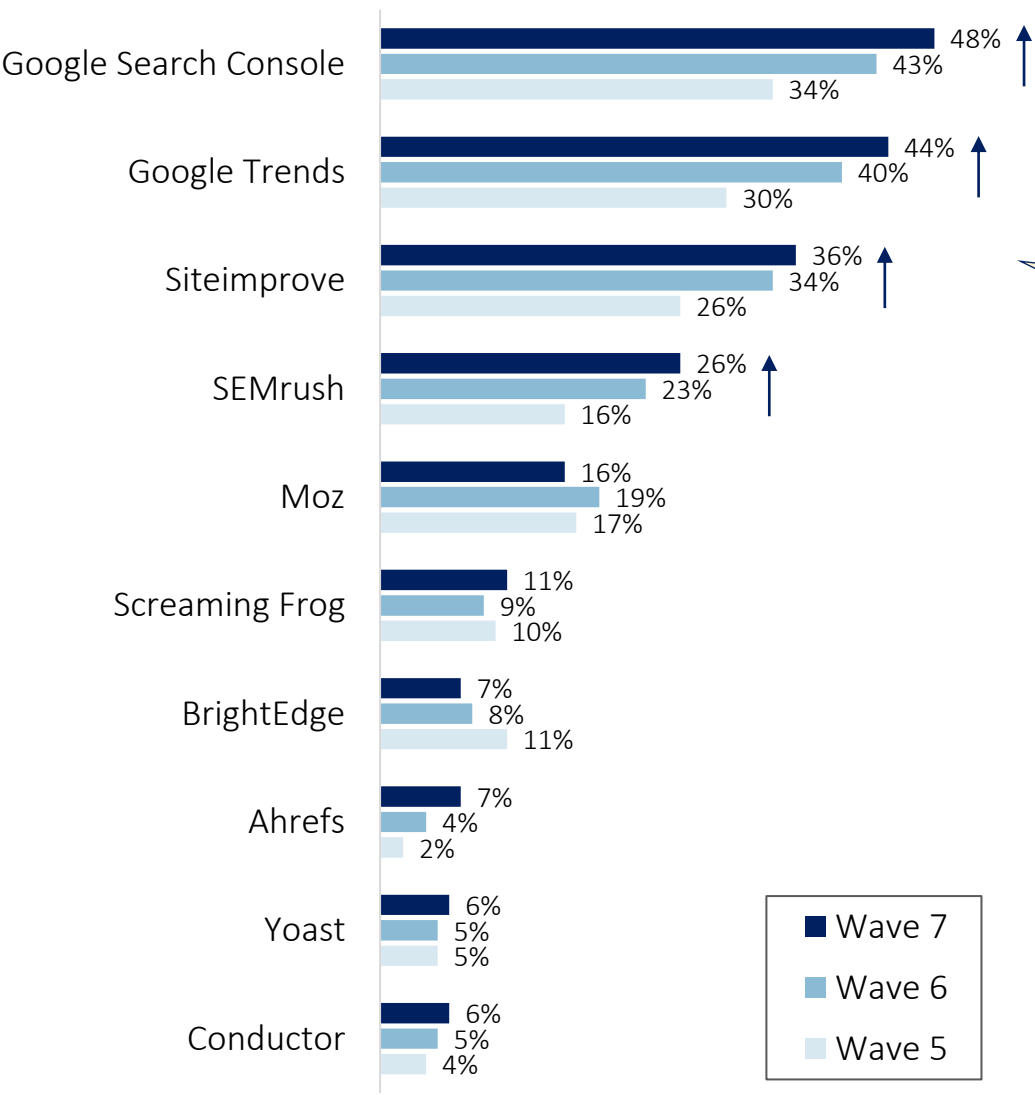


*“Marketing automation tools are being used increasingly for streamlining processes and determining ROI and less for testing variables and scoring leads.”*

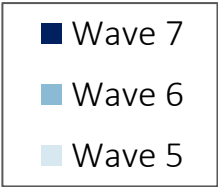
Marketing Automation Activities



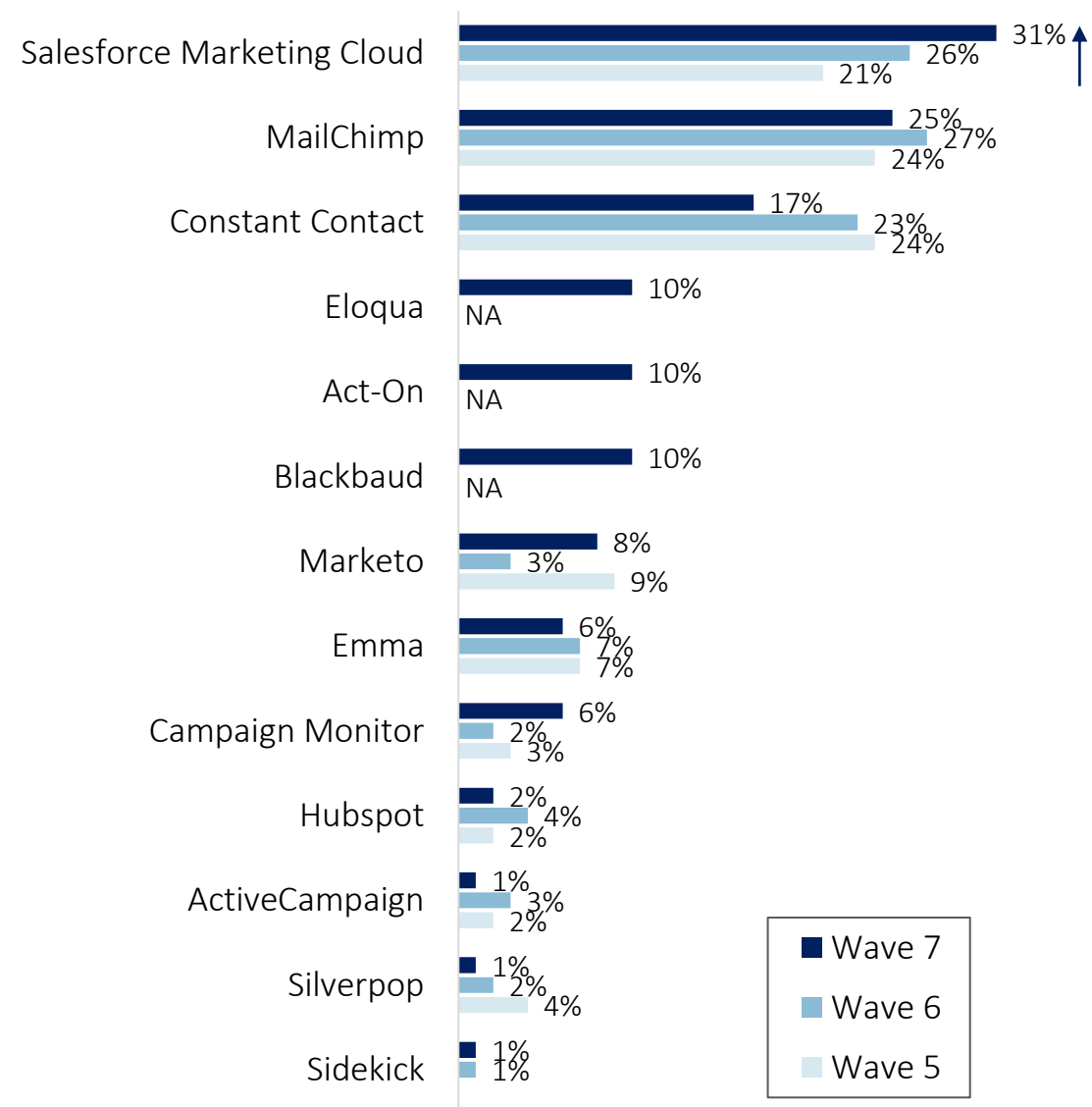
SEO Tools Currently Used



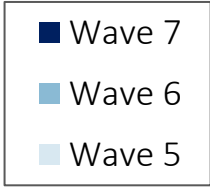
The top four SEO tools used in healthcare saw significant growth during Wave 7.



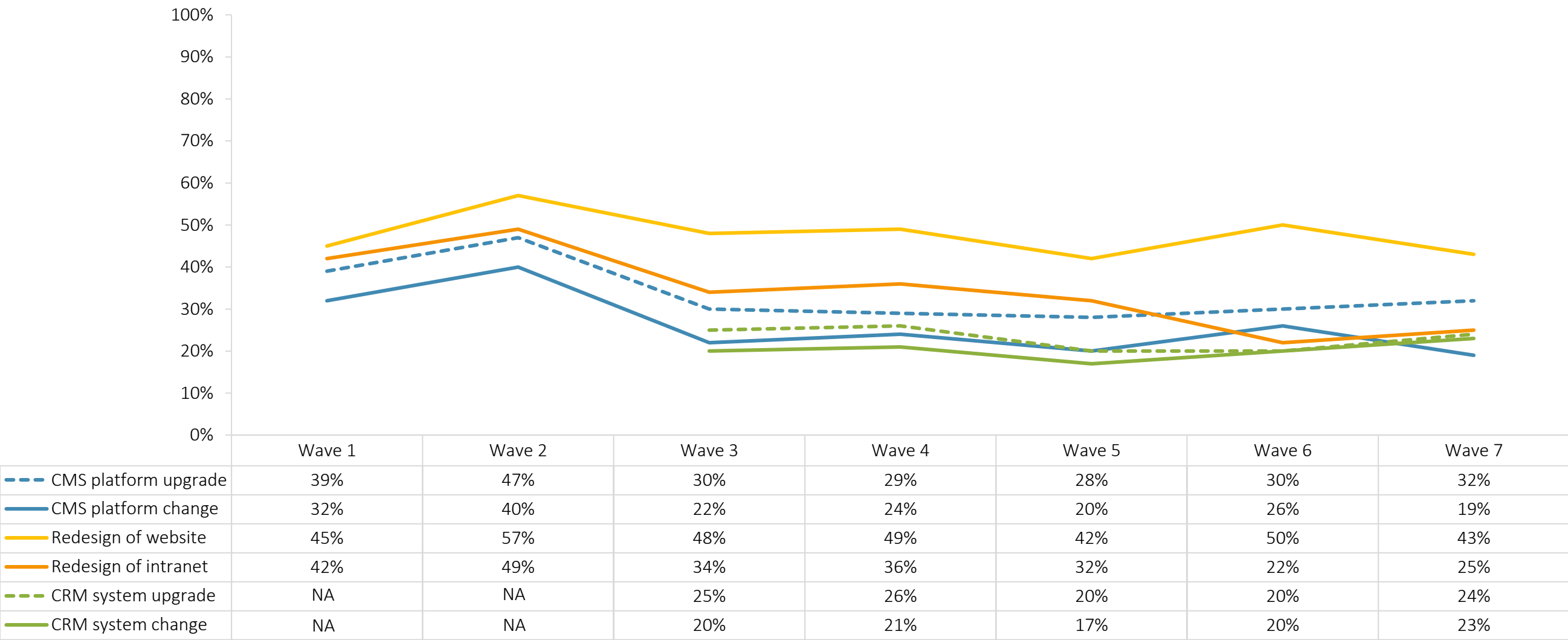
### Email Marketing Service Currently Used



Salesforce Marketing Cloud is becoming the dominant email marketing platform in healthcare.



Planning Platform and Design Changes in the Coming Year?



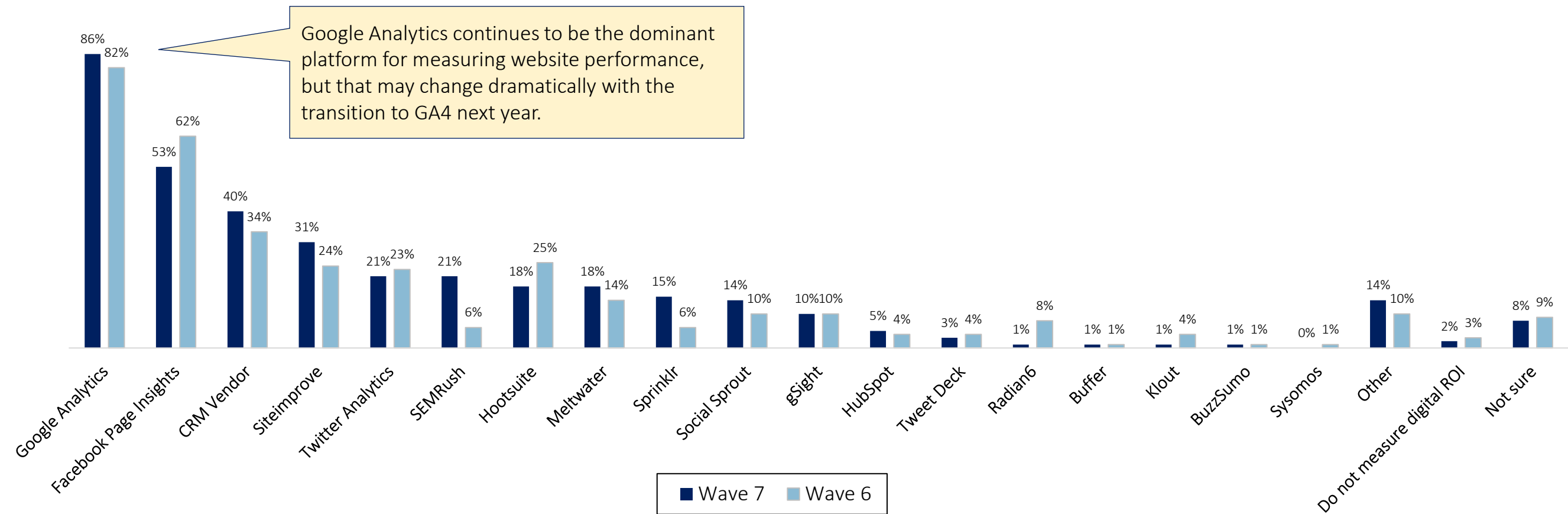
## ROI and KPIs

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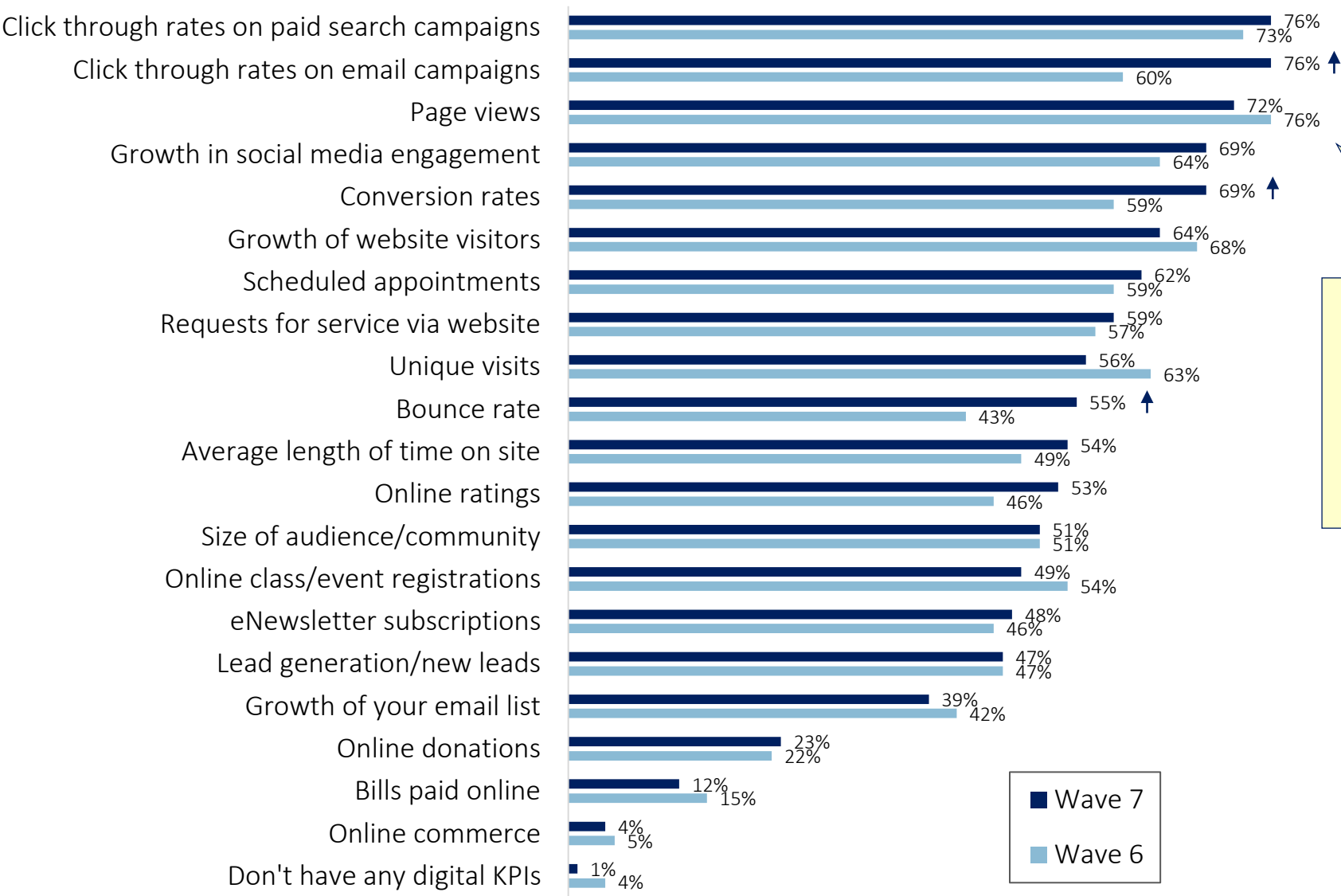
*How Are Marketers Measuring Results?*



Tools Used to Measure Digital Return on Investment (ROI)



Digital Key Performance Indicators (KPIs)



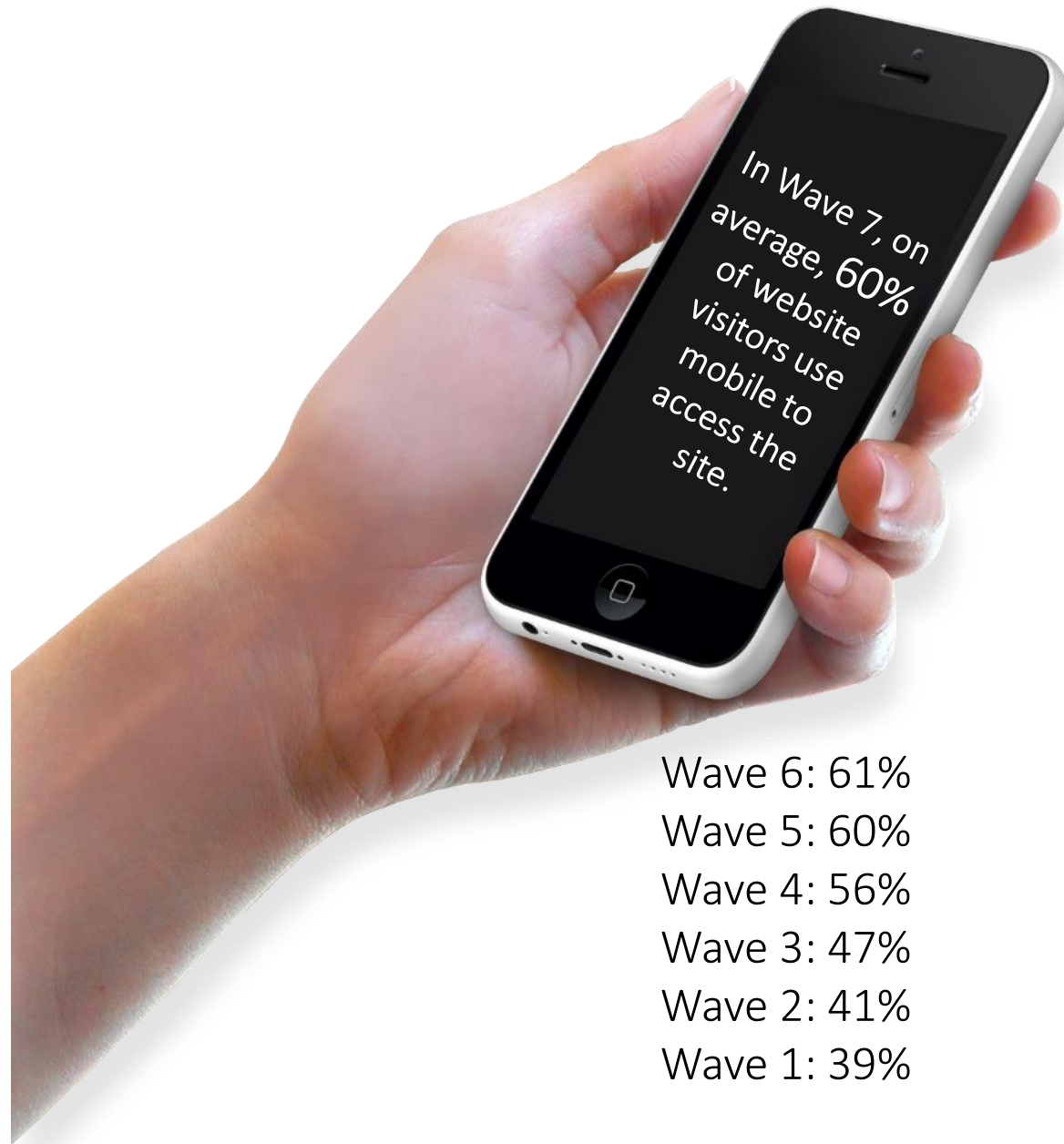
Page views is beginning to lose importance as a KPI, with more health systems looking at CTRs, conversion rates and growth in social media engagement. Bounce rate is increasing in use as a KPI.



## Web and App Innovations

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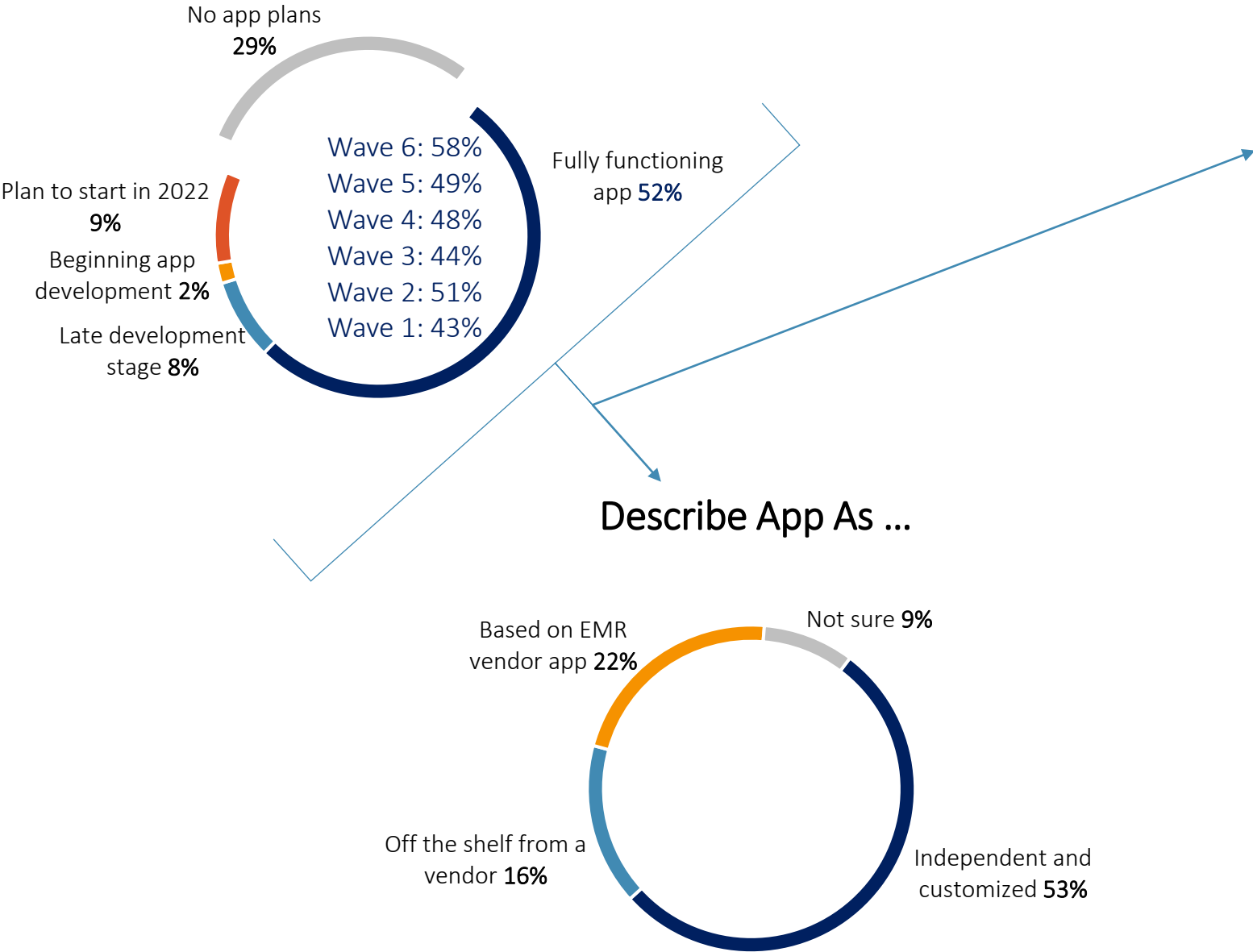
*What's New?*



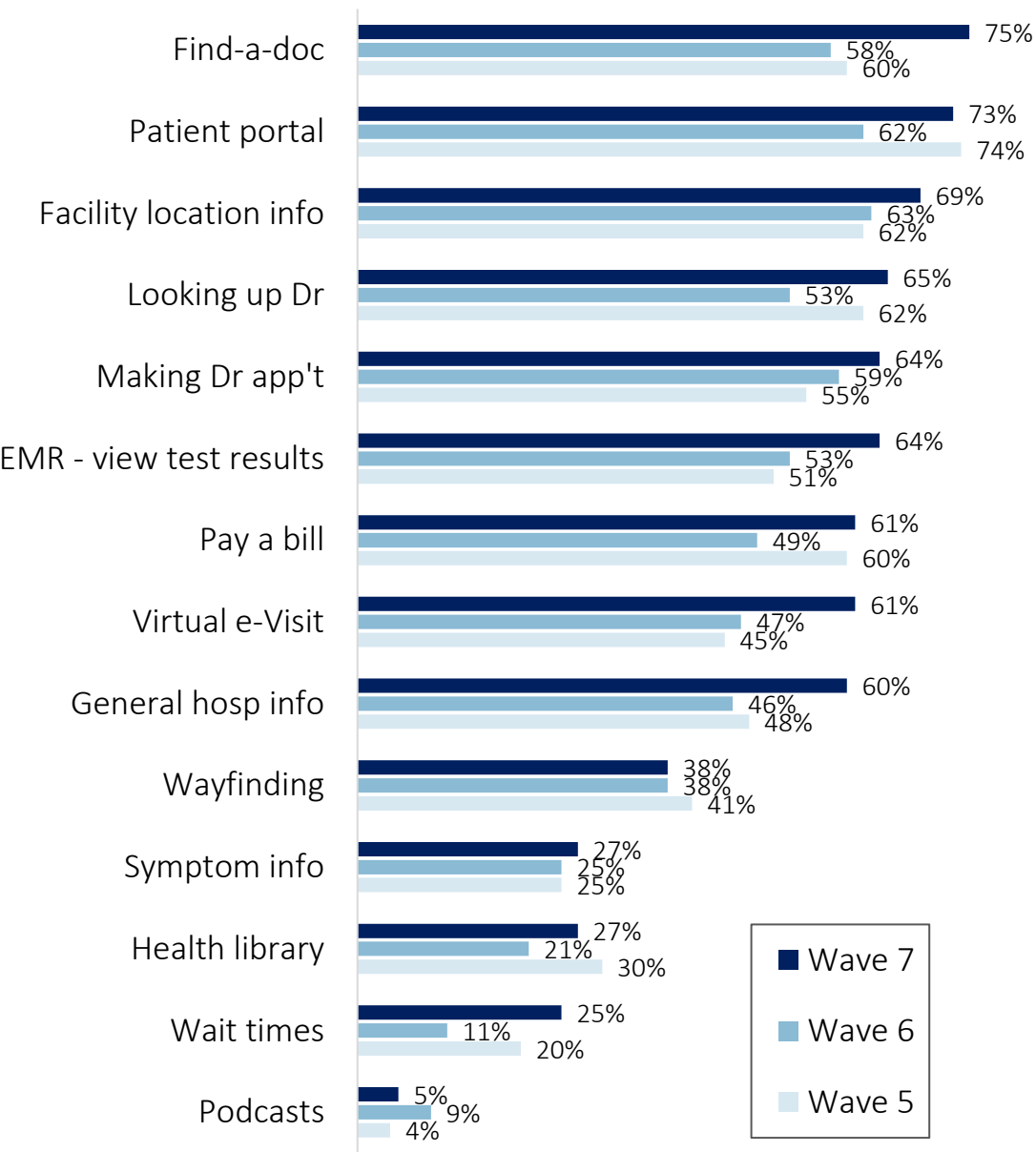
Wave 6: 61%  
Wave 5: 60%  
Wave 4: 56%  
Wave 3: 47%  
Wave 2: 41%  
Wave 1: 39%

Use of chat features  
are up significantly  
from Wave 6  
(41% vs. 28%).

\*App Development



Main Purpose of Consumer Mobile App



\*Note Wording changed in Wave 7 to stage in development versus a yes/no format in prior waves.

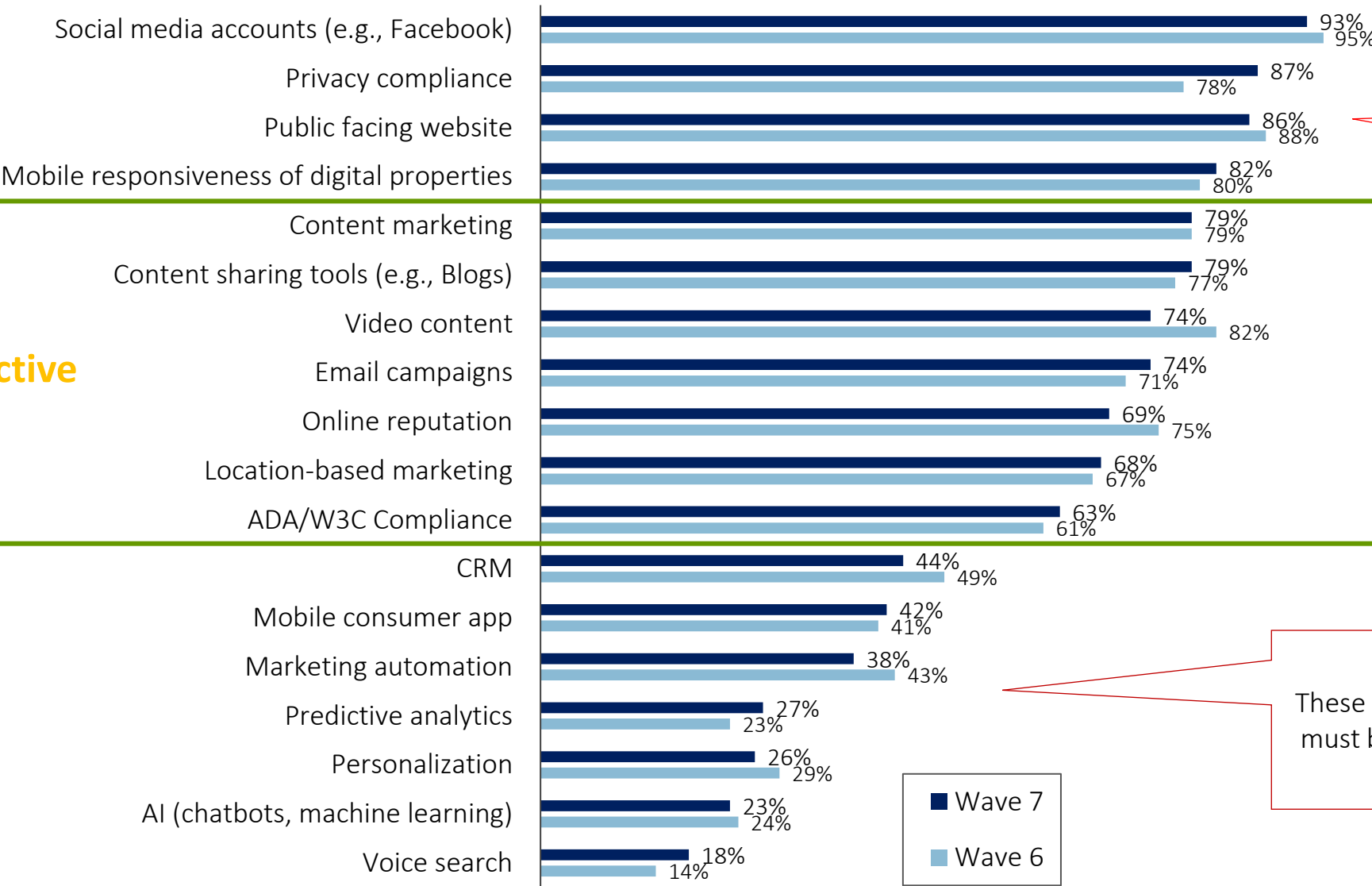
## Importance/Effectiveness of Digital Marketing Efforts

% of Marketers Who Feel their Organization is Very/Somewhat Effective at Meeting the Goals of these Activities

Most Effective

Moderately Effective

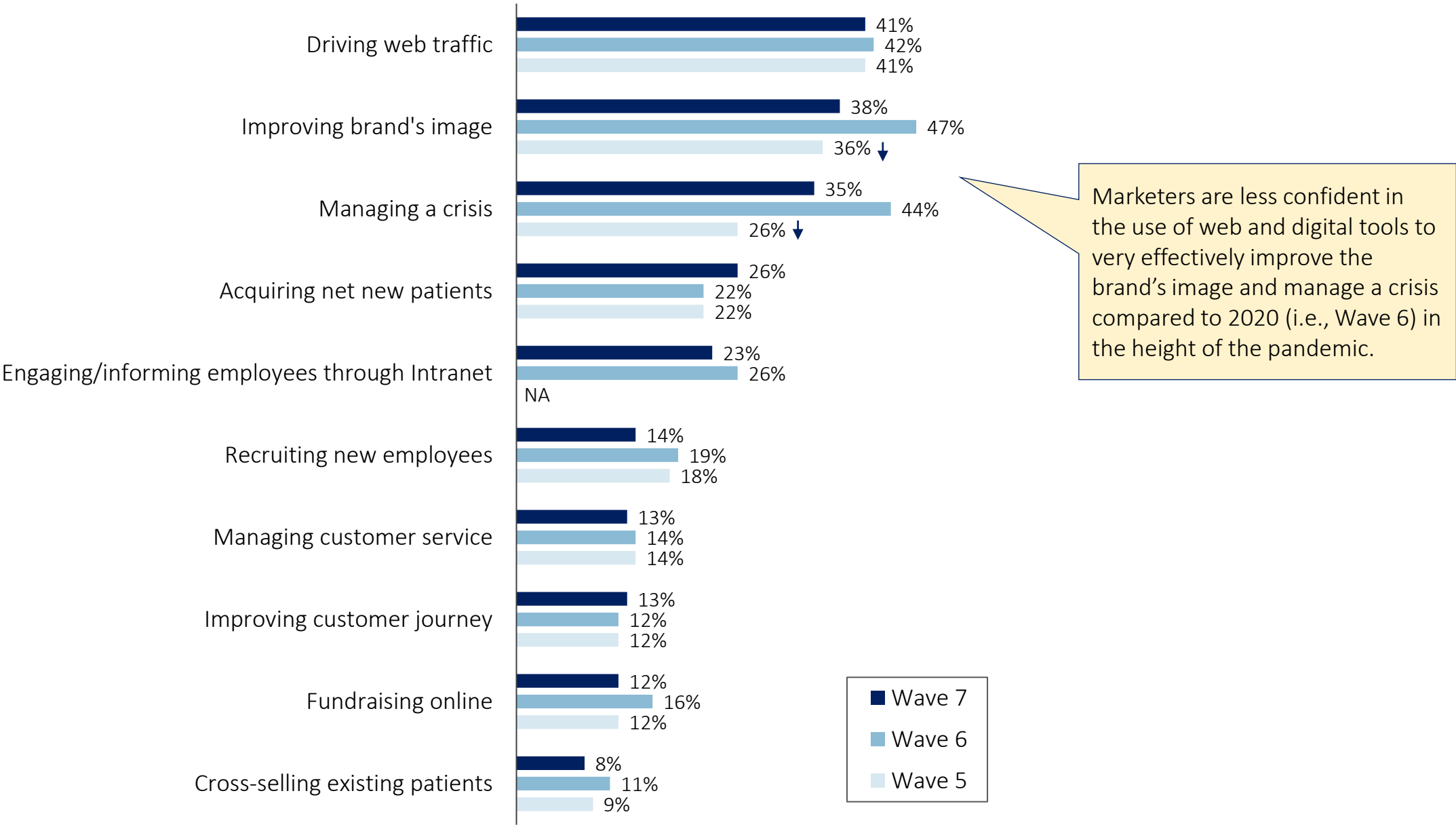
Least Effective



These activities are now “table stakes.”

These activities represent the future and must be imperatives for MarTech today.

Using the Web and Digital Tools, The Organization has Been Very Effective at...



# Driving Digital Transformation of the Healthcare Brand

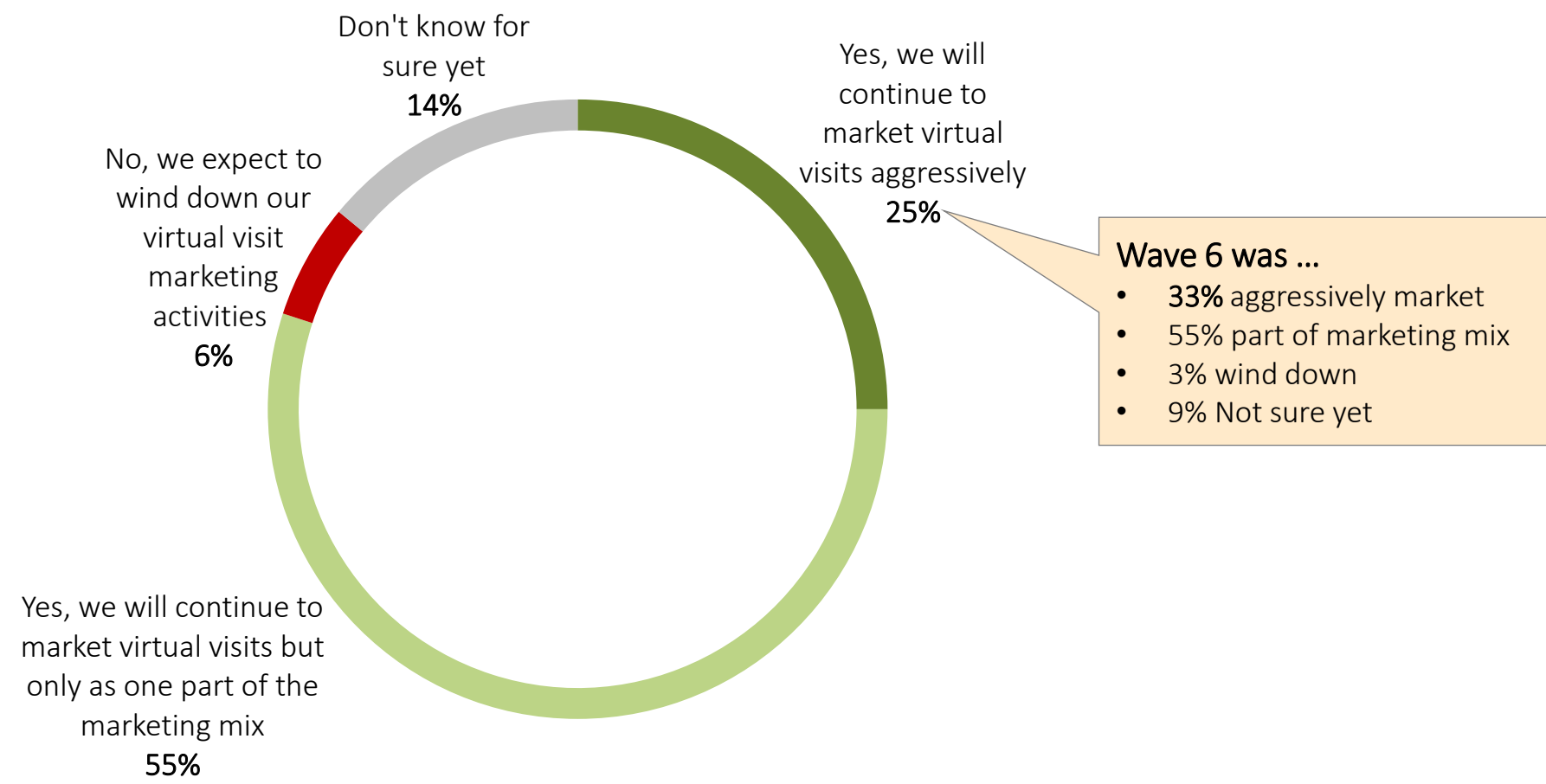
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## *The Role of Marketing*



# Virtual Visits as an Active Marketing Channel

(Next 6-9 months)

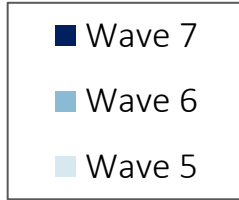




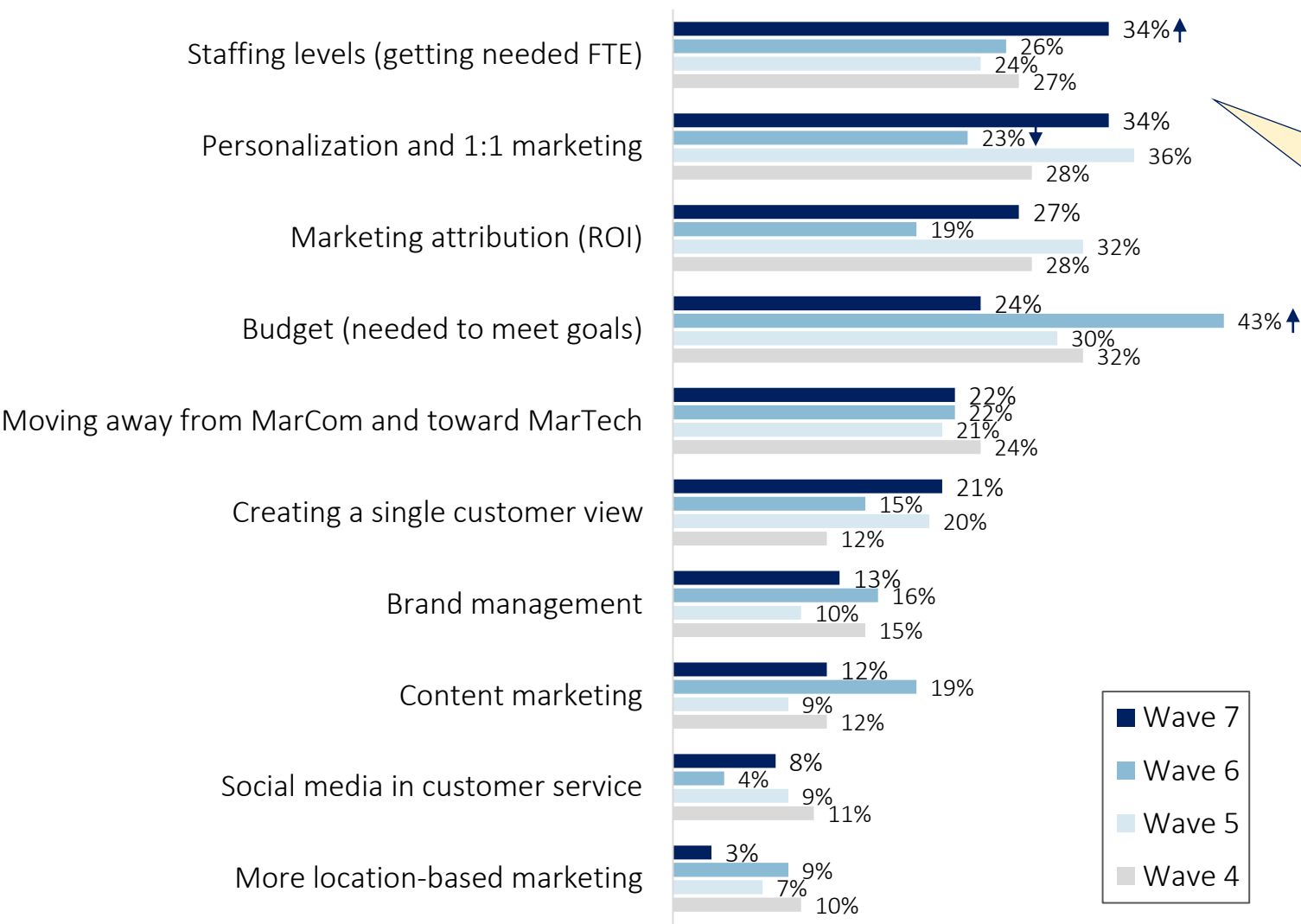
Challenges/Barriers Affecting Digital Marketing Efforts



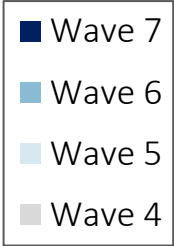
Marketers are increasingly concerned with their organizations' lack of vision and flexibility as well as old processes. While their concerns on staffing and funding have lightened, they are still in the top-4 barriers.



\*Top-2 Pressing Issues in Healthcare Marketing



Staffing levels remain the most pressing issue followed by moving to more personalization and 1:1 marketing efforts, which require strong data and CRM strategies.



\*Note: For Wave 6, we added “In light of COVID” to the beginning of the question and removed it for Wave 7.

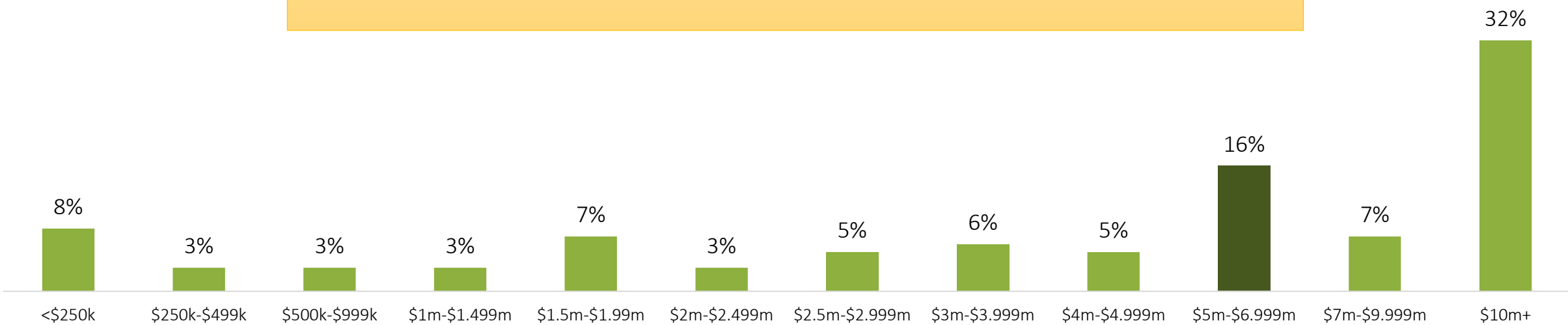
## Resources

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*What Budget and People Are Available to Marketers*

\*Total Marketing Budgets (Operations & Salary)

Average percentage of total marketing budget dedicated to:  
Website Design and Management: **19%** (Wave 6: 19%; Wave 5: 19%; Wave 4: 20%)  
Digital Marketing: **29%** (Wave 6: 30%; Wave 5: 31%; Wave 4: 29%)

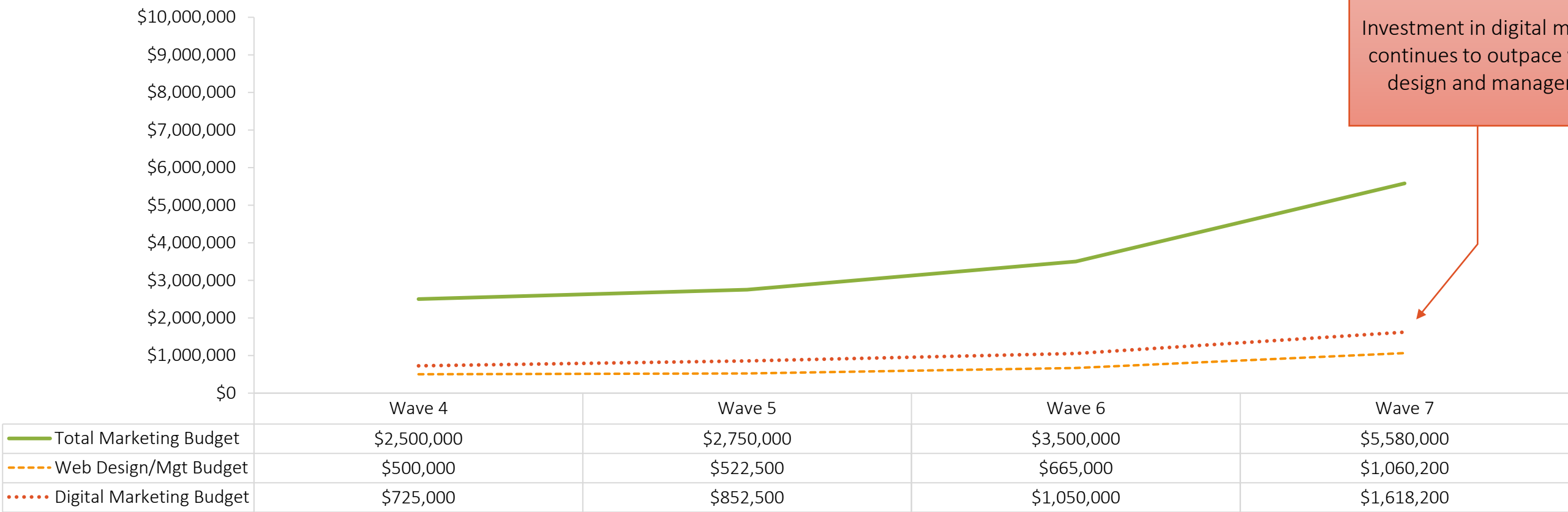


Median Total Marketing Budget

Wave 7: \$5.58m  
Wave 6: \$3.50m  
Wave 5: \$2.75m  
Wave 4: \$2.50m

\*Note: In Wave 7, 28% were not sure what their total marketing budget was.

Total Marketing Budgets



Expectations about Next Year’s Marketing Budget

Expected Staffing Levels  
Next Fiscal Year

13% Lower

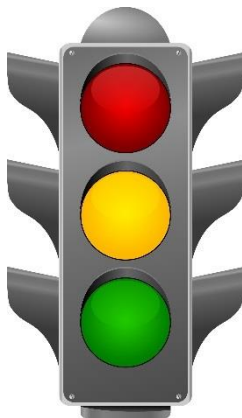
54% Unchanged

30% Higher

Expect budget to be  
lower next year

Expect budget to be  
unchanged next year

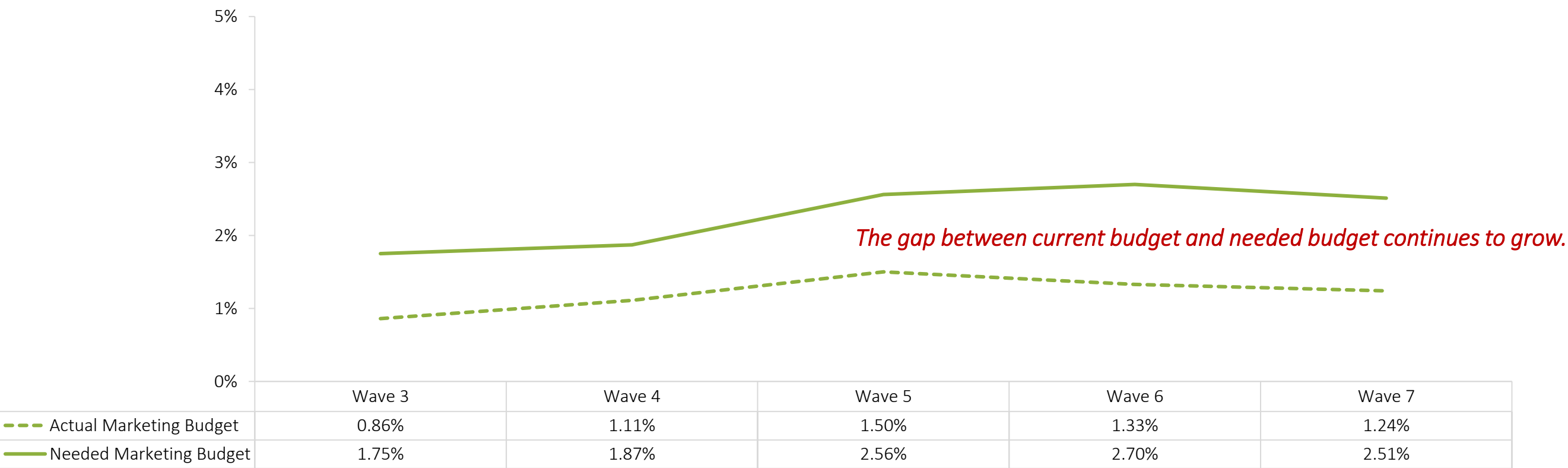
Expect budget to be  
higher next year

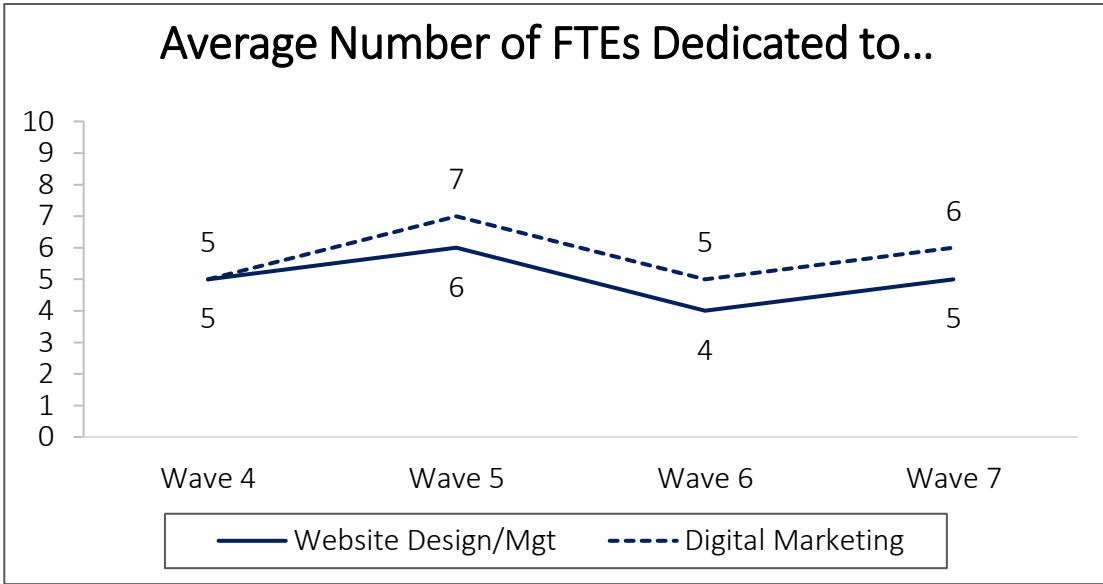
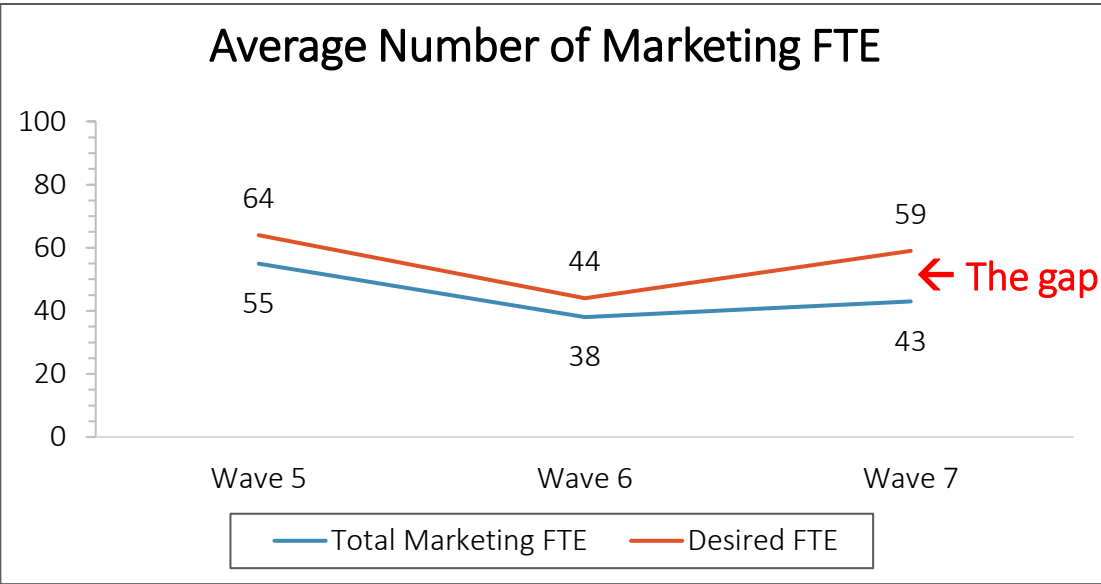


	Wave 7	Wave 6	Wave 5	Wave 4	Wave 3	Wave 2
	14%	15%	12%	14%	13%	11%
	55%	61%	58%	52%	53%	52%
	26%↑	14%↓	25%	26%	23%	29%

Marketing investment is up both  
in terms of budget and FTE.

Marketing Budget as a % of Organization’s Total Revenue





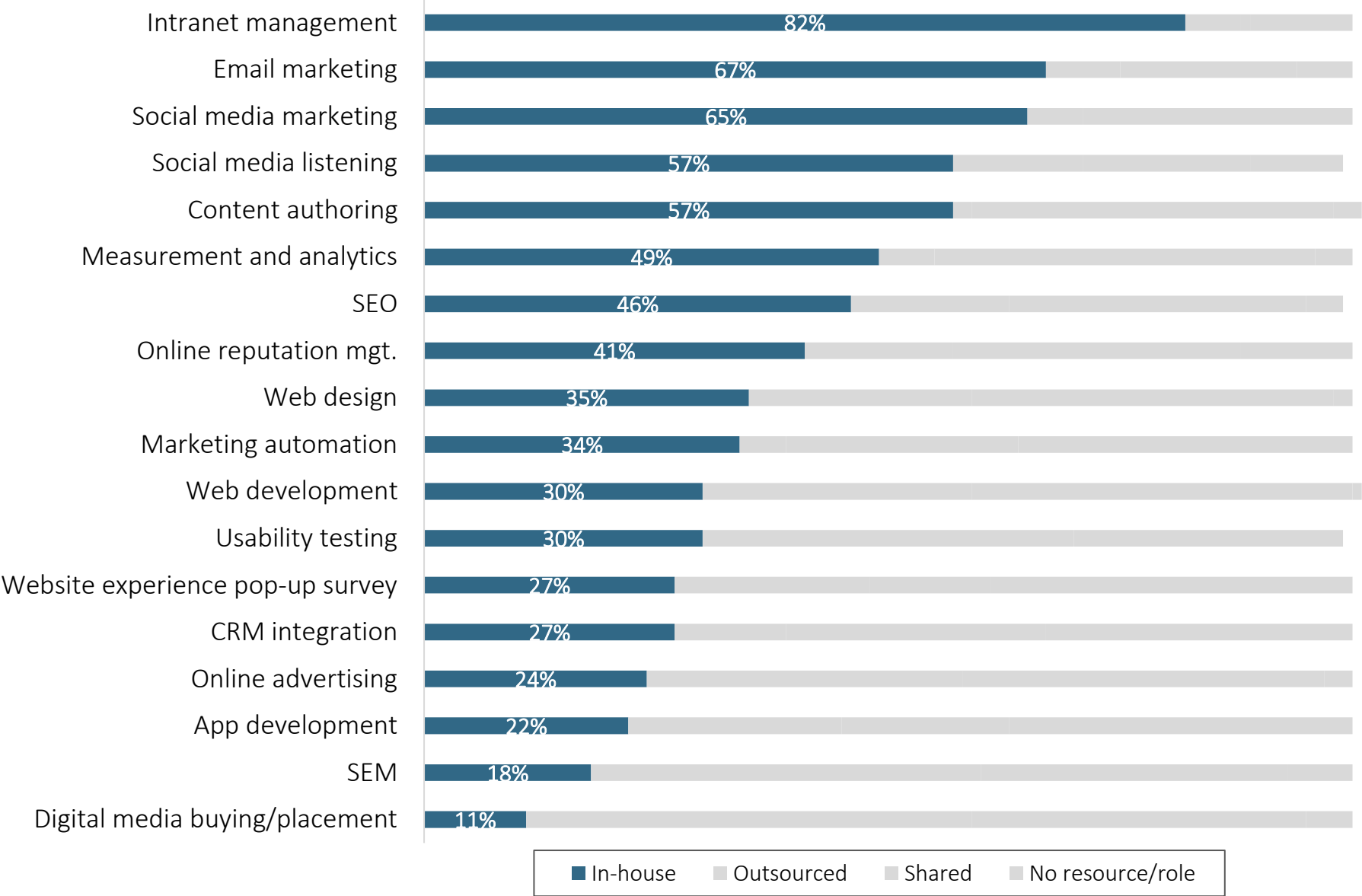




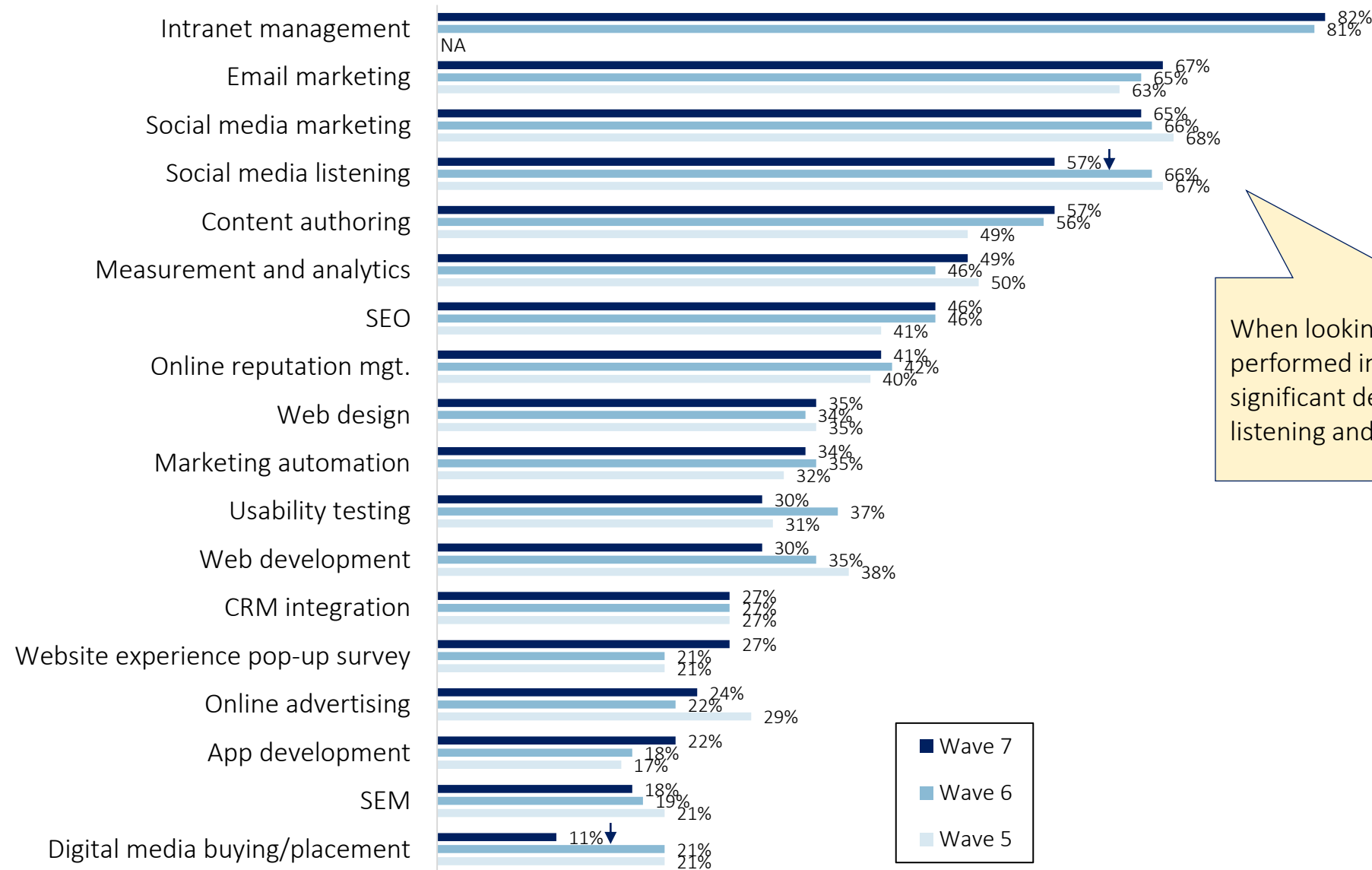
**25%** of total media buy is paid search  
*(22% - Wave 6)*

Note: New question starting with Wave 6 survey

### Web and Interactive Marketing Roles Performed In-house

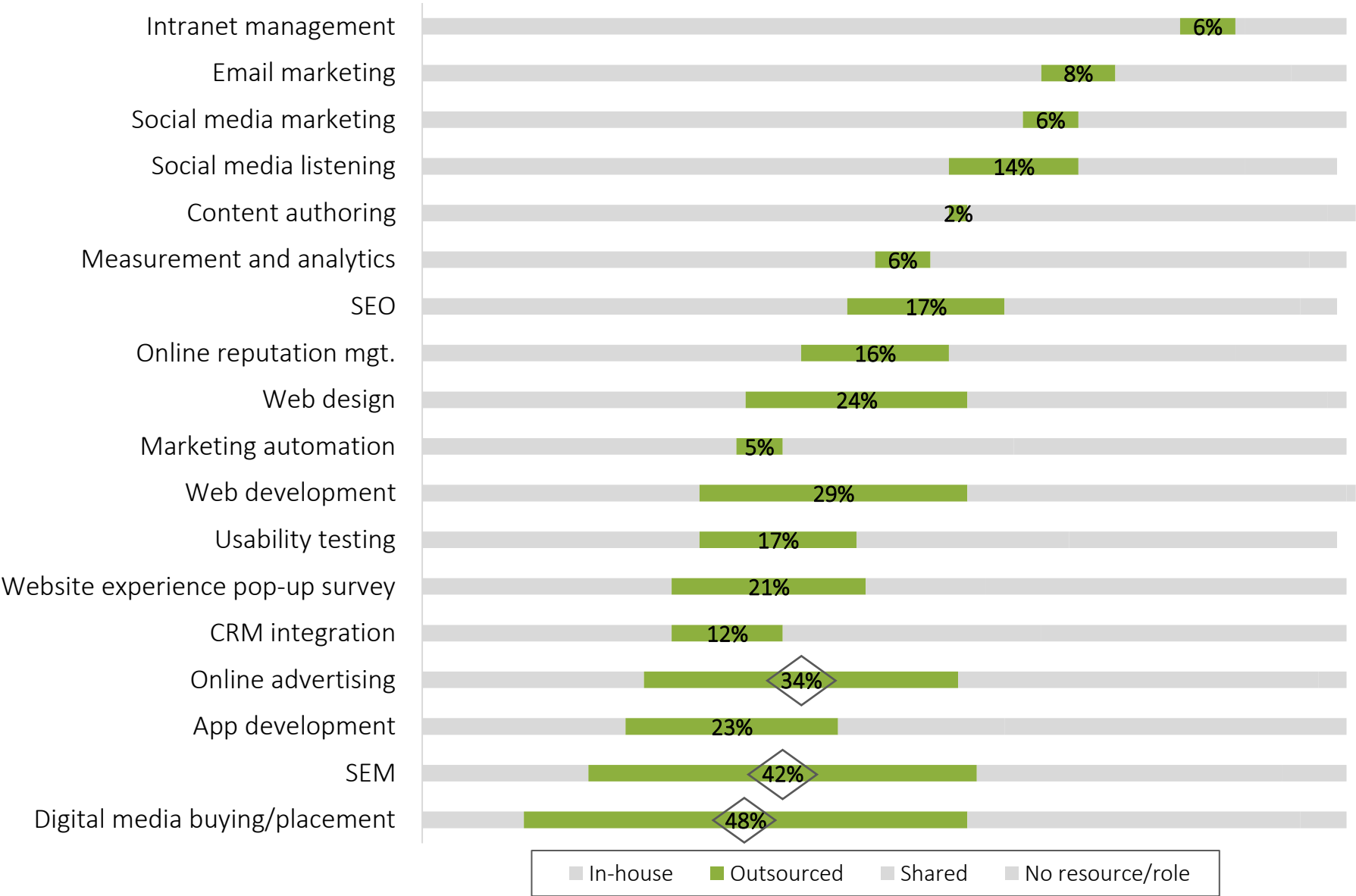


Web and Interactive Marketing Roles Performed In-house - Trended



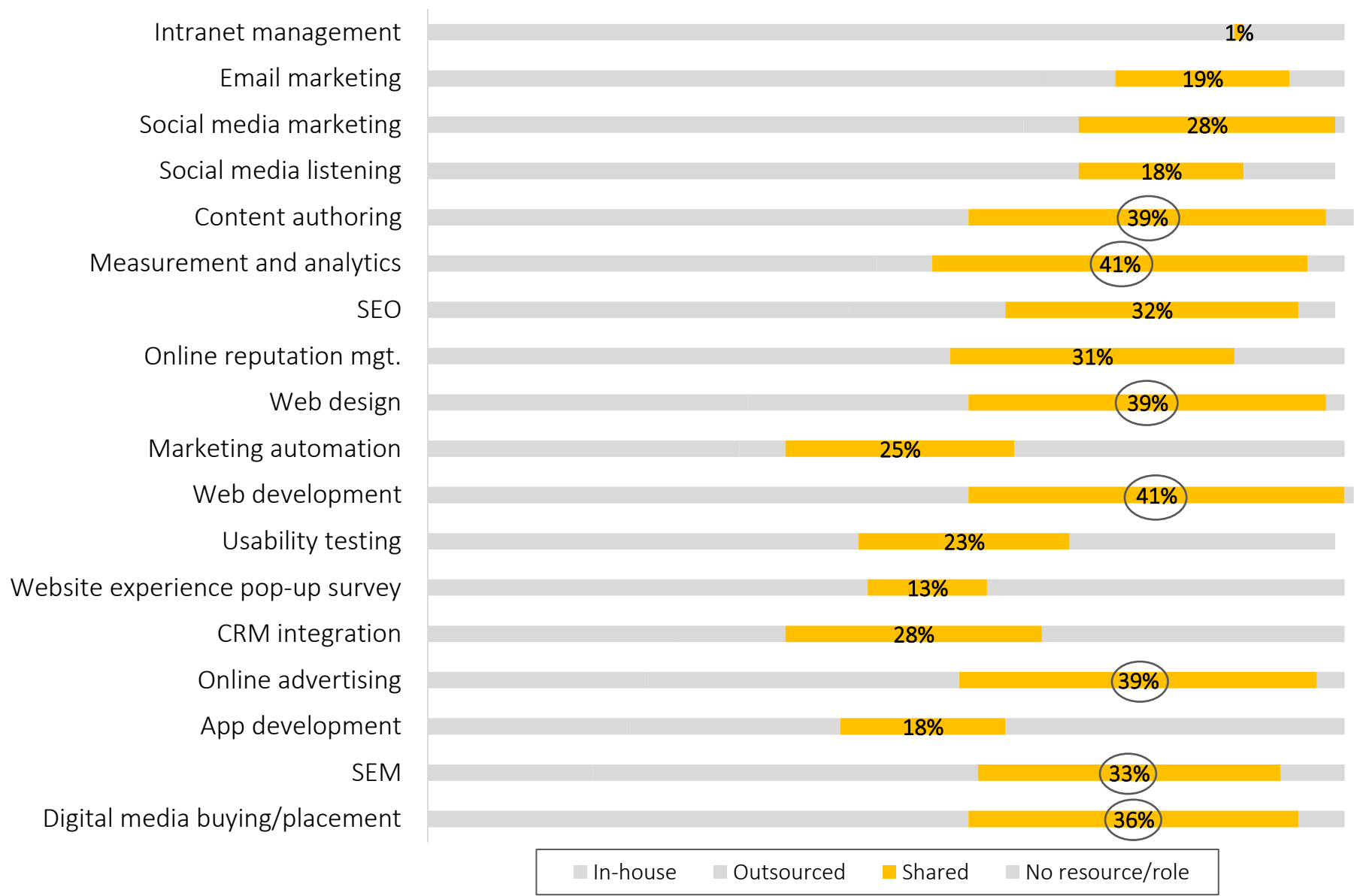
When looking at marketing functions performed in-house, there as been a significant decline in social media listening and digital media buying.

Web and Interactive Marketing Roles Performed - Outsourced



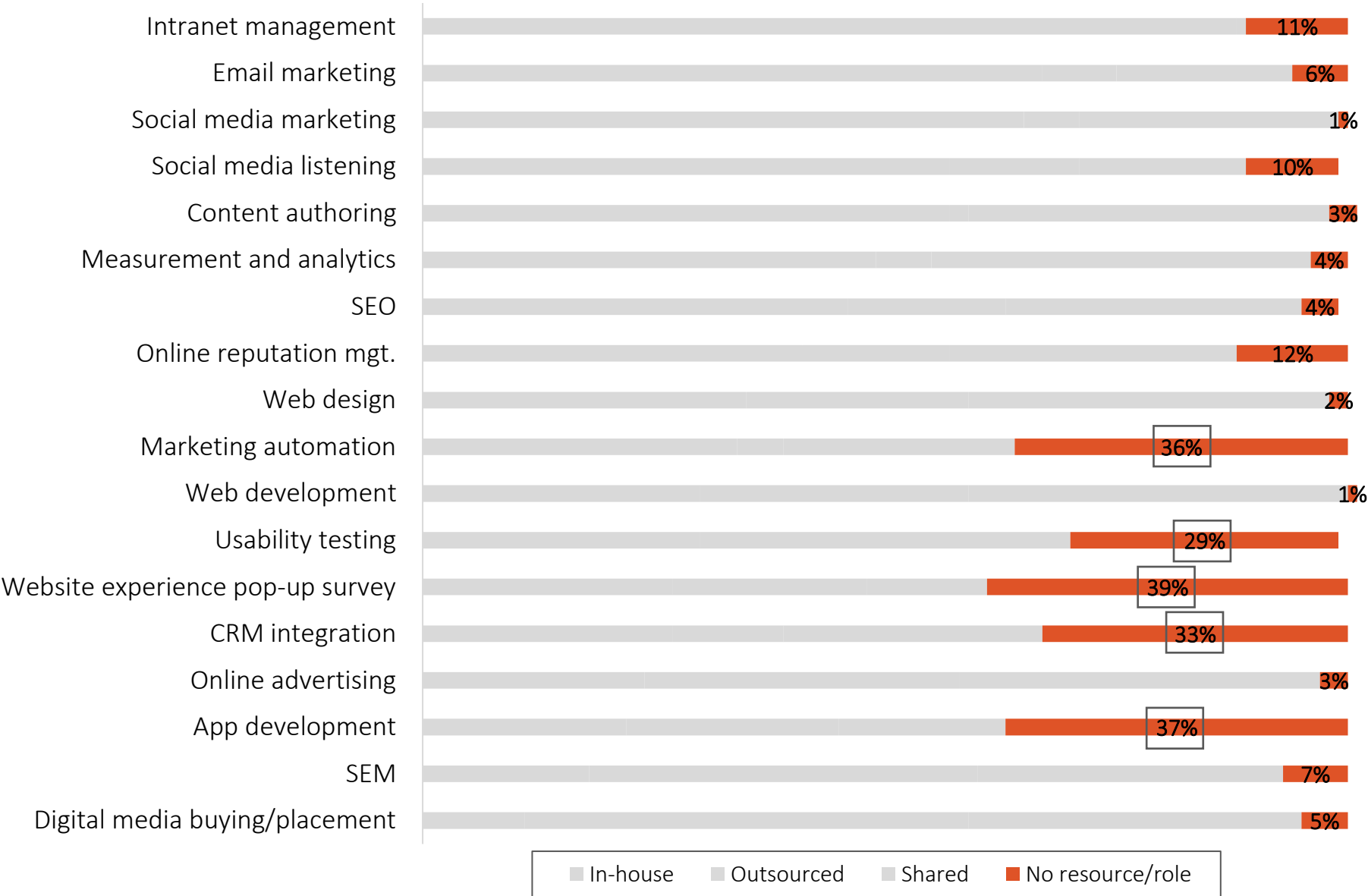
**Note:** Highlighted data points represent a major difference from others in the category.

Web and Interactive Marketing Roles Performed - Shared



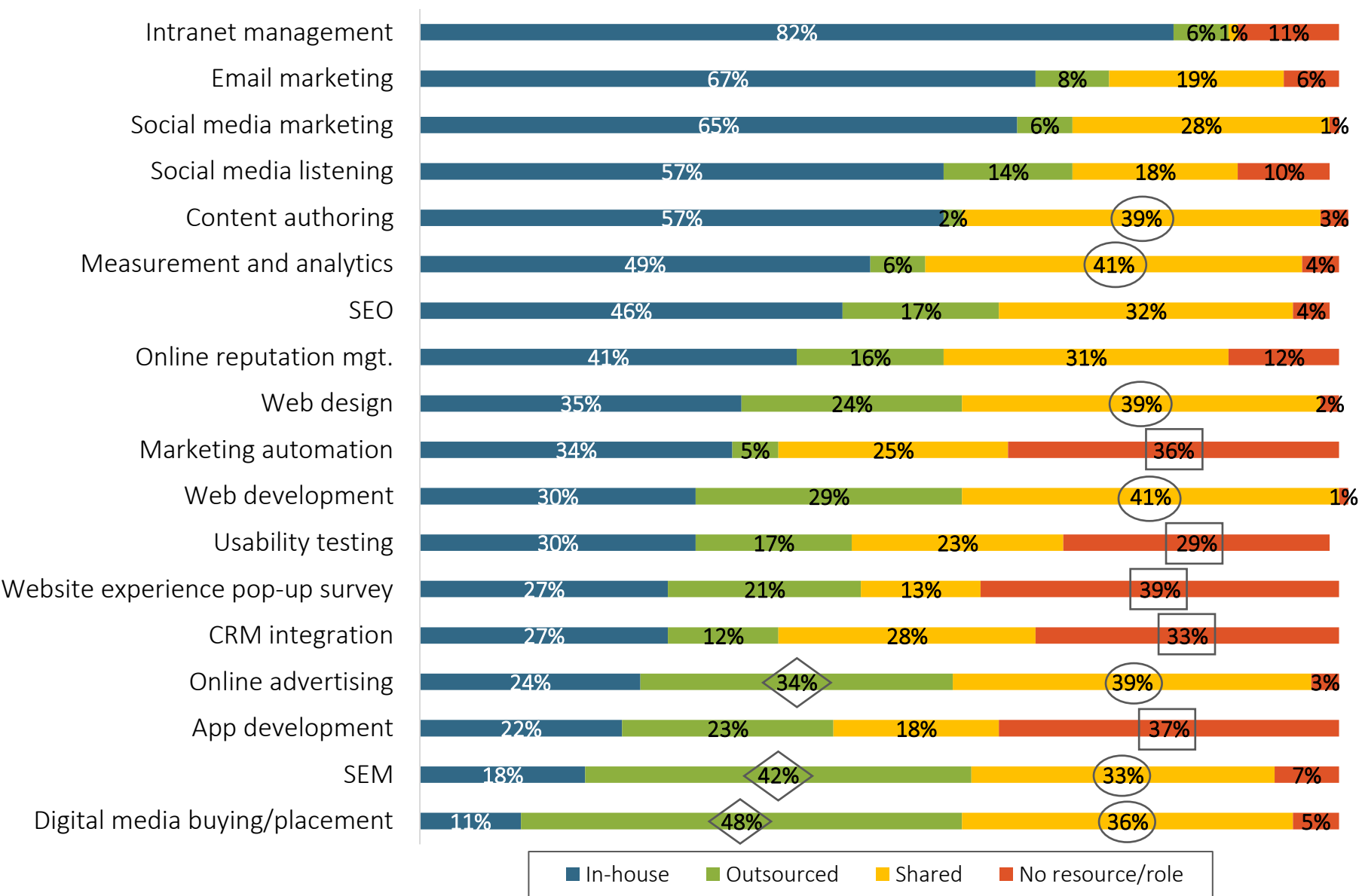
**Note:** Highlighted data points represent a major difference from others in the category.

Web and Interactive Marketing Roles Performed - No Resources



Note: Highlighted data points represent a major difference from others in the category.

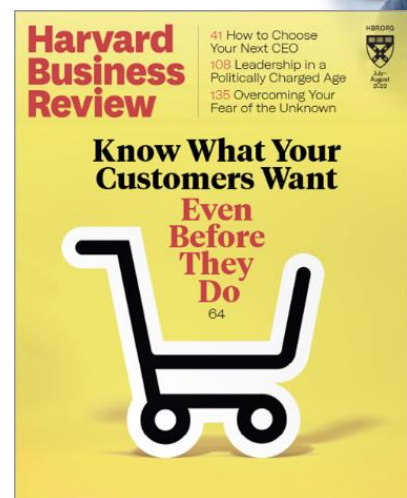
Web and Interactive Marketing Roles Performed - Combined



Note: Highlighted data points represent a major difference from others in the category.



The most frequently read business publications are not healthcare-specific



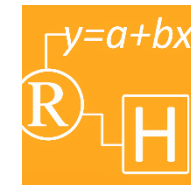


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Questions?  
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Be On The Lookout:

*Survey Invitation for Wave 8 of the Annual Survey Drops in January 2023*

