

## **Princeton HealthCare System Pepperpot Award Submission: Marketing Campaign for the Jim Craigie Center for Joint Replacement**

### **Summary:**

In 2013, Princeton HealthCare System's hospital, the University Medical Center of Princeton (UMCP), was looking to expand its orthopaedic service line. To enhance the joint replacement experience, we created the Jim Craigie Center for Joint Replacement, which opened in a dedicated space at the hospital in November 2013. Since the launch, UMCP has had 1,955 orthopaedic-related encounters, and an overall patient satisfaction score for hip and knee replacement in the 99th percentile nationally.

### **Program Overview/Objectives:**

Princeton HealthCare System (PHCS) is a not-for-profit, comprehensive, integrated healthcare system that strives to anticipate and serve the lifelong needs of Central New Jersey residents. With 401 total licensed beds and 2,200 full time-equivalent employees, PHCS is a leading provider of healthcare services, providing approximately 800,000 outpatient and inpatient visits per year. PHCS offers compassionate care supported by state-of-the-art technologies and an outstanding medical staff of over 1,000 physicians and surgeons, most of whom are board certified.

In 2013, the system's new acute care hospital facility, the University Medical Center of Princeton (UMCP), sought to expand and enhance its orthopaedic service line to prepare for an increasing demand for these services while providing an exceptional experience and clinical outcomes. A multidisciplinary team comprised of nurses, a physical therapist, and members of community education and marketing met every two weeks prior to the campaign launch to discuss the best way to provide services and attract new patients.

By the year 2030, joint replacement procedures are expected to increase nationally by over 500 percent, with greater than 50 percent of patients younger than 65. To enhance the joint replacement experience at our hospital, we created the Jim Craigie Center for Joint Replacement, which opened in a dedicated space at UMCP on November 4, 2013. The Center was designed to offer patients an innovative approach to hip and knee replacement based on individual patient needs, offering the latest in minimally-invasive procedures from board certified orthopaedic surgeons.

Before opening the Center and launching a new marketing campaign, we held focus groups with former joint replacement patients between the ages of 41 and 70 to learn more about their perceptions of their experience of having hip or knee replacement at UMCP. We invited surgeons and clinical leaders from nursing and physical therapy to sit behind the glass and hear what their patients had to say about their entire experience. We gave the patients a list of key messages and asked which one resonated with them. "Reclaim Your Life" became the slogan for this campaign based on the overwhelmingly positive feedback we received.

## **Execution/Tactics:**

We developed and executed a comprehensive campaign designed to reach internal and external audiences around the theme of “Reclaim Your Life.” We began an internal roll out of the Center with flyers and employee and physician newsletter handouts, as well as placing banner stands at employee entrances. We held an open house at the hospital with refreshments, games, giveaways and informational displays. We also distributed water bottles to employees, volunteers and physicians with the Center logo and “Reclaim Your Life” message on the outside, and a card on the inside with more information about the new Center. Articles about the new Center appeared in our “Happenings” employee E-newsletter. For our new patients using the Center, three individualized 30-page patient guides for hip, anterior hip, and knee replacement were created, and following joint replacement surgery each patient now receives a completion certificate and T-shirt. In addition, the PHCS Foundation hosted a dedication event in the UMCP Atrium on November 3, 2014, that was attended by approximately 100 guests.

External marketing tactics included:

- Billboards (including digital) on Route One (highway adjacent to hospital)
- Print ads in regional daily and non-daily publications (including retirement community newspapers)
- 30 and 60-second radio spots on WPST and the local NPR channel
- Expanded availability of information via the PHCS website through a newly created page for the Jim Craigie Center
- Google Ad Campaign with 2,177 clicks to the Center’s webpage from Jan – Sept. 2014
- Transit advertisements on branded buses in and around retirement communities
- Posters and brochures describing UMCP’s specialized joint center services (made available at Community Education events and displayed at PHCS doctor offices)
- JQUERY banner on the home page of our website ([www.princetonhcs.org](http://www.princetonhcs.org))
- Three separate 30-minute interactive online video chats (UStreams) with orthopaedic physicians
- Direct mail postcard mailed to individuals in our market area targeted with joint pain
- Orthopaedic topics in our weekly “Health Matters” column in *Princeton Packet*
- Orthopaedic programming led by our Community Education staff
- Blast emails on joint replacement-related topics
- Ongoing Facebook and Twitter announcements about the new Craigie Center and its offerings
- Articles pitched to the local media related to the new Center and its offerings
- Phone and online referrals to physicians associated with the new Center

We also incorporated our joint center patients into our 5 Mile Race/1 Mile Fun Walk on September 13, 2014, by inviting them to attend free of charge. Former patients were encouraged to participate as they were able, and those who were unable to walk were asked to come cheer on other participants and visit with the Center’s medical staff. Proceeds from this event went to support the care and services provided by the Jim Craigie Center.

## **Evaluation/Results:**

Since the launch of the Center, UMCP has had 1,955 orthopaedic-related encounters (inpatient and outpatient), and 401 of these patients were new to the hospital. In 2014, the number of patients returning home after surgery with homecare as opposed to sub-acute rehabilitation has doubled.

The Center also earned The Joint Commission's Gold Seal of Approval in November 2013, which was publicized through our various marketing outlets. At the time we were awarded, UMCP was among only 17 hospitals or health systems in New Jersey to earn Joint Commission certification for both knee and hip replacements.

The overall patient satisfaction scores for hip and knee replacement at UMCP were at the 99th percentile nationally for 2013 and 2014. Hip replacement achieved gains in national satisfaction scores for noise level in and around the room and nurses' overall and promptness of response. Knee replacement achieved gains in national satisfaction scores for nurses overall, nurses' friendliness/courtesy and nurses' promptness of response. Some patients were so satisfied with their care at our hospital that they volunteered to provide patient testimonials for the second phase of our orthopaedic campaign.

In November 2013 we launched a direct mail campaign that went out to individuals at-risk for hip and knee replacement. We focused on two groups: the weekend warrior between the ages of 50 to 65, and individuals living with pain between the ages of 65 to 80. This mailing reached a total of 34,455 households with both an initial and follow up postcard. Among those who have received the mailing, 79 have received a total knee replacement and 51 have received a total hip replacement. In July 2014, we did another mailing to target Monroe Township, NJ, an area highly populated by retirement communities. This mailing went out to 3,750 recipients (results data not available at this time).

The Jim Craigie Center for Joint Replacement page on the PHCS website had a total of 5,840 page views since it launched in October 2013, with 4,931 unique page views. The average monthly page views was 491, with the highest number of page views in January at 1,153 views. The JQUERY banner on the homepage of the PHCS website had 2,605 click-throughs from October 2013 to October 2014. In addition, so far this year we have made 908 web referrals and 158 phone referrals to physicians associated with the Center.

Note: Machinery, our design agency, worked with us closely from the onset of this campaign, starting with the behind-the-scenes work of gathering our focus groups, all the way up to and including the creation of all of the designs for our marketing collateral, including patient guides.