



TRANSFORM THE

Behavioral Health Industry

WITH THE POWER OF

BIG DATA

How the behavioral health industry can use the best ideas from Amazon and Target to reduce costs, improve their image, and get more people on a journey to recovery.

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Executive Summary

Top innovators like Amazon and Target use the power of big data, predictive analytics, and a variety of engagement technologies to build highly customized journeys that guide consumers to buy. This reduces costs, drives repeat business and results in lasting customer relationships. But this technology has the power to do so much more than lead customers to a shopping cart.

This paper will show you how the behavioral health industry (BHI) can acquire their own technology to create patient-oriented journeys that reduce acquisition costs and guide patients to lasting recovery through an expanded continuum of care. Ultimately it maximizes their capacity to change lives.



The Behavioral Health Industry & the Rise of Platforms

While the Substance Use Disorder (SUD) industry clings to obsolete outreach and engagement tactics, top innovators are using platforms to reinvent the ways they connect with and engage consumers.



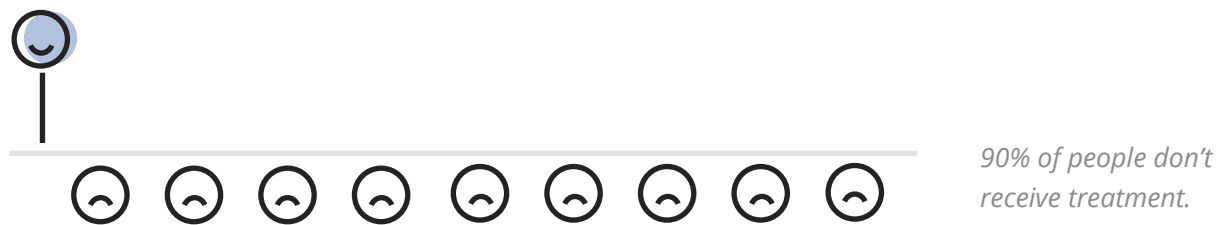
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If we could start to do predictive analytics reliably and accurately by taking a page from retail and start to understand the behavior patterns that might indicate a person is at high risk of addiction or that they are about to relapse, that would be the most fantastic thing.”¹

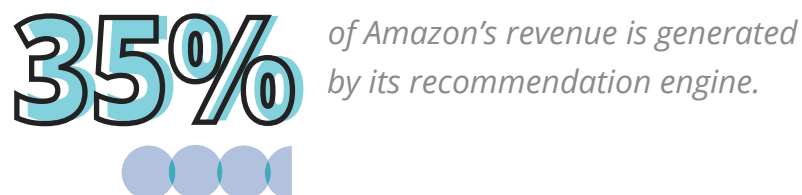
— Colin Beatty, CEO, Column Health

There are more than 23 million Americans who need treatment for substance use disorders. Without a good way to identify these people, the behavioral health industry has been forced to rely on intervention and search-based approaches to acquisition.

The reality is less than 10% of people in need actually get care, and less than 4% ever seek it. This has resulted in a treatment gap of more than 20 million people. ²




To access the remaining 90%, the industry has relied on volume-based approaches. These approaches are expensive, tarnish the industry and they hurt the very people who need your help by simply not reaching them.



Meanwhile, today's most recognizable innovators are abandoning pipeline approaches in favor of platform models that disrupt traditional businesses. Rather than push their products on consumers, companies like Amazon focus on *relationships before acquisition* and use a combination of big data, predictive analytics and a variety of engagement technologies to build buyer journeys that guide consumers to relevant purchases.

The recovery industry can adopt the same platform mindset and technology as Amazon to build journeys that guide patients to long-term recovery and engage them along an expanded continuum of care.



In this paper you'll see how to implement Amazon's approach, and acquire the right technology to assist in the patient-acquisition phase of the treatment journey to:

- Access the treatment gap
- Lower cost-per-acquisition
- Improve image
- Treat more people

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What the Behavioral Health Industry Can Learn from Amazon

Innovative companies use big data, predictive analytics and platform technology to build journeys that connect consumers with relevant people, content, and products.

Consumers demand personal, relevant messaging before they'll take action. They want *relationships* with the companies they decide to do business with. ³

To match the demand, innovators use big data and predictive analytics to know more about their consumers than ever, match them with relevant products and build relationships that educate and respond to consumer needs with engagement technologies. These relationship-focused companies pull consumers in with ads, or value-adding experiences, that answer questions consumers may not have known how to ask. In essence they market themselves, and consumer acquisitions naturally follow. ⁴

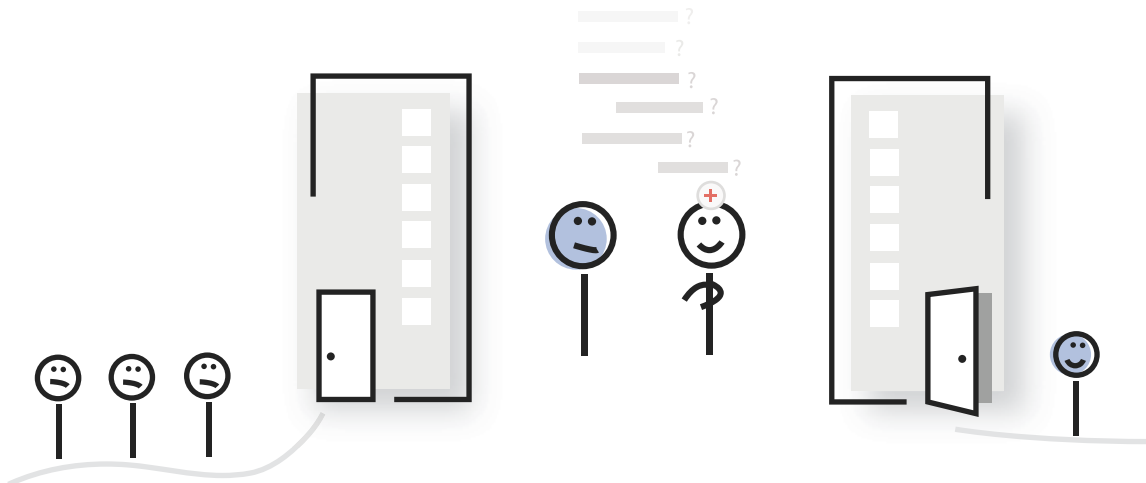
Connect, Know, and Match.

3 steps to *relationship-before-acquisition*

To develop strong relationships with customers, organizations need to connect with and build trust the same way we do in real life. This *relationship-before-acquisition* approach requires organizations to pay attention to 3 basic steps:

1. Find a place, or a way, to connect with the right people
2. Know what consumers need
3. Use that knowledge to match consumers to relevant offers

Since connect, know, and match can be difficult to recognize, let's see them in action.



Successful repetition of connect, know, and match actions build and strengthen relationships, and promote a more effective continuum of care.

It's a familiar sequence, but it requires sophisticated technology to translate into a digital world, and at scale.

Few do this better than Amazon.

Relevance: The Core of Amazon's Success

Considered the most innovative company of 2017, Jeff Bezos attributes Amazon's success to placing customers over apps and services. ⁵

Stephanie Landry, the Amazon vice president who launched Prime says their goal is to answer just two questions for their customers:

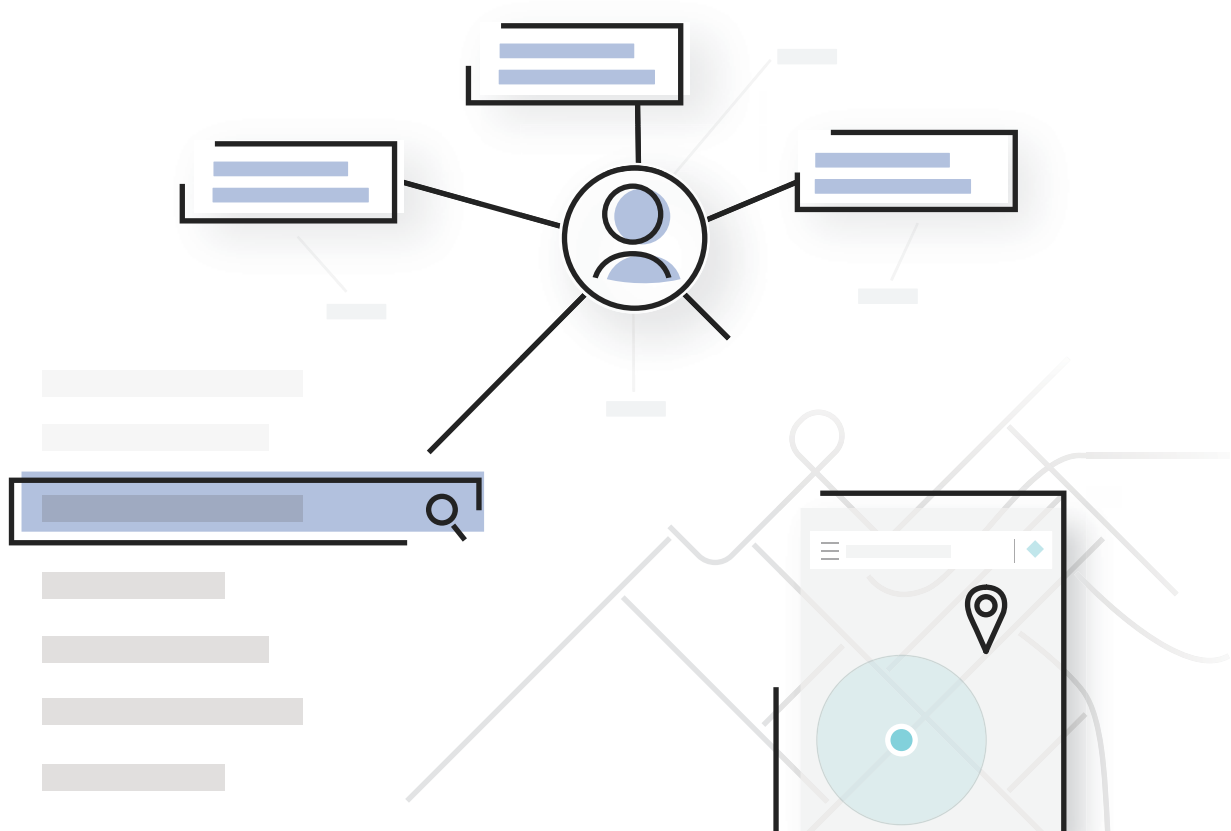
1. Do you have what I want?
2. Can you get it to me when I need it? ⁶

Being relevant is hard. That's why Amazon relies on big data and powerful analytics. Sounds simple enough, but what does that really mean? Big data is a collection of data points about consumers across thousands of sources, such as:

Search Engine History
Social Media
Purchase History

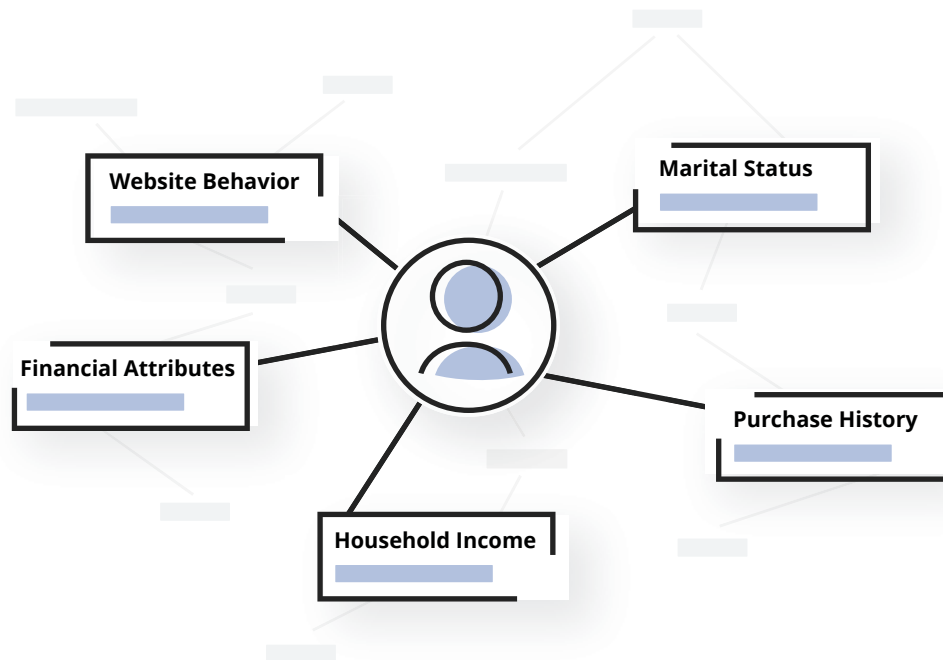
Location
Political Affiliation
Surveys

Travel History
App Usage
Etc...



It's a lot to sort through, especially if you don't know what to look for. That's where analytics comes in. Analytics interprets *meaningful patterns* in data to identify the few people out of millions who meet your criteria.

To make the process easier, companies like Amazon build models of their ideal customers.



Here's how Amazon ties it all together.

This scenario will help you visualize the basics of how Amazon uses data and platform technologies to guide consumers to purchase.

For our example, let's imagine Amazon wants to sell beard care products, just in time for Father's Day.

1. Build an audience.

Rather than sell directly to dads, Amazon decides to market their beard care products to married mothers who are not current Prime customers. They do this for several reasons.

- Dads may be unlikely to make expensive purchases before Father's Day
- Mother's may be looking for last minute gifts, even if they already made a purchase
- Free shipping will be a relevant offer to non-Prime customers and results in new subscriptions



2. Map the buyer's journey.

Models and filtered data tells Amazon their audience likes to hang out on Facebook and even gives some hints about past purchase behavior.

They start the buyer journey with a connection point on Facebook and tailor every connection point to their ideal audience. Because ads are placed strategically and every connection point is designed for relevance they attract more qualified consumers and make every dollar work for them.

3. Optimize continuously.

As people advance through journeys, Amazon collects even *more* data. This data enhances their models and increases Amazon's ability to tailor the buyer's journey and match consumers with relevant offers based on what's working.

A consumer-centric approach creates platforms people trust.

By moving shoppers through a consumer-centric buyer's journey, Amazon has become a trusted platform:

- 90% of consumers say they'll check Amazon before purchasing items from others ⁷
- Only 52% of consumers will check other retailers before purchasing from Amazon
- 35% of Amazon's revenue comes from suggested items ⁸

Target made the news when they sent coupons to a teenager for baby products, predicting her pregnancy before her parents even knew.

Through data analytics, they are able to identify products that, when analyzed together, allow them to assign a pregnancy-prediction score, estimating due dates within a small window. Knowing this allows for timely and relevant marketing to match women to the right products throughout their pregnancies. ⁹



As you read on, you'll see how you can apply these connect, know, and match actions to build patient journeys that guide patients toward the right treatment and promote success along an expanded continuum of care.

3

Big Data & the Patient-oriented System of Care

47% of healthcare organizations have seen the benefits of predictive analytics. ¹⁰

Many healthcare professionals feed big data into bedside medical devices to detect plummeting vital signs the human eye can't immediately see, indicating infections, sepsis or other crisis events. ¹¹ The behavioral health industry has seen their success and integrated big data and analytics into their own predictive models. They're now able to identify veterans who are at risk of suicide and get them the treatment they need, sooner. ¹²

“

Big Data and analytics can provide a greater risk assessment for individuals over time, reach a larger number of individuals, particularly in underserved regions, and reduce costs by isolating those truly at risk.” ¹³

— Christine Kern, Health IT Outcomes

More healthcare organizations are moving away from a one-size-fits-all approach to medicine. They're treating people on an individual level, with treatment plans specific to their *unique* needs and situations. They do this by "tapping reams of data." ¹⁴

Healthcare researchers believe the information found in data can help them understand the factors that lead to health and disease, including:

- Indicators of disease
- Reasons some people are more susceptible than others
- How to help people with chronic illnesses maintain the highest possible quality of life ¹⁵

The Stanford School of Medicine states, "Health data is allowing doctors to build better patient profiles and predictive models to more **effectively anticipate, diagnose and treat** disease." ¹⁶

The same tools and techniques used in healthcare can help the BHI integrate insights from that data into acquisition models, improve treatment and reduce readmissions. ¹⁷

“

By leveraging big data and scientific advancements while maintaining the important doctor-patient bond, we believe we can create a health system that will go beyond curing disease after the fact to preventing disease before it strikes.” ¹⁸

— Lloyd B. Minor, MD, Dean of the Stanford School of Medicine

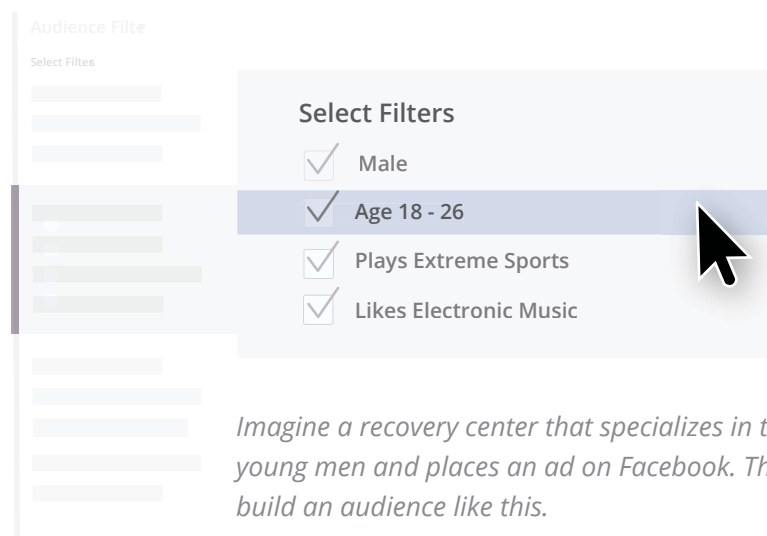
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Patient-Oriented System of Care: Maximize Budgets & Bridge the Treatment Gap

Expand the continuum of care to access people earlier and guide them on a journey toward recovery.

Because so few people actually search for care, the BHI is forced to use volume-based ad campaigns to access the other 96% of people in need.

As this example illustrates, a volume-based approach may not work.



Imagine a recovery center that specializes in treating young men and places an ad on Facebook. They might build an audience like this.

This criteria may isolate an audience that takes risks, is prone to injury, is exposed to drugs and alcohol, and may experiment or self-medicate. But millions of young boys without SUD also enjoy dangerous sports and loud music. Placing this ad in front of the wrong people wastes money and hurts your reputation.

In the past, volume-based marketing was the only option. Now centers are learning another way, one that puts relationships at the forefront, and reaches individuals in the treatment gap *before* they search for care.

The patient-oriented system of care (POSC) puts patients and their needs at the forefront.

Patient-oriented treatment centers take time to:

1. Identify the people who actually need help.
2. Build tailored journeys that guide patients to treatment.
3. Optimize constantly.

They start with consumer profiles created from real data with relevant information such as behavioral patterns, family dynamics, and financial stressors.

The right data, mixed with the right algorithms can provide valuable information to target marketing and reach the individuals who don't seek treatment. Imagine if you had the ability to speak directly to:

- Individuals at risk for SUD
- Family and friends of those with SUD
- People at risk of relapse

Putting the patient first earns more trust from patients and the market, reaches qualified leads, fills more beds, reduces acquisition costs, and puts your center in the best position to truly make a difference in patients' lives.

Use the same marketing and engagement process as Amazon to know your audience and engage patients on a journey to recovery.



Create inquiries that lead to admissions and long-term success.

Let's look at an example of how that could be put into practice in the recovery industry.

1. Build an audience.

Instead of marketing to a "best guess" audience, a recovery center can use the power of big data to identify the fathers of boys who have propensities for SUDs. They know fathers are a better target and will help guide their sons to treatment.

2. Create a journey to care.

The center begins with Facebook Ads and accounts for every connection point these fathers will take to help their sons.

3. Optimize constantly.

The center collects data from many connection points and optimizes based on what works.

RECOVERY JOURNEY

| CONNECTION POINT | WHAT'S KNOWN | WHAT'S MATCHED | SUCCESS METRIC |
|---|---|---|--|
| 1. Facebook Ad | Fathers of sons with propensities for addiction, their personas and related interests Their location | Highly tailored ad units designed to educate and help the father get his son to care | Ad Click-Through Rate (CTR) (click / views x 100) |
| 2. Recovery Landing Page (LP) | The audience Origination point | Landing page content tailored to the audience and relevant to the ad | LP conversion rate (form fills or calls / views x 100) |
| 3. Conversation with Intake Specialist | The audience Which landing page they converted on What information they reveal in the inquiry form Any information revealed over the phone | The conversation matches information the intake specialist knows Matches needs to information previously not known to fill in blanks and qualify the inquiry | Intake conversion rate (Total admissions / total inquiries x 100) |
| 4. Son is admitted to treatment | Information gathered during inquiry phase Information | Treatment regimen | Long term success |
| 5. Optimize | Improve conversion rates by building audiences based on the people who move to each new stage to target people similar to those who convert | | |

5

Get the Right Technology: Requirements & Options

With so many options and price points, it's important to have a solution specific to the behavioral health industry.

To make POSC a success, centers need technology and tools that enhance their ability to perform connect, know, and match actions throughout the journey to care.

In this section, we'll review the basic requirements technology must fill for BHI, and additional options that help you develop trust. Then we'll look at how you can obtain that technology.

“

Marketing is heading to individualized programs that give each customer something that's relevant to him.”¹⁹

— Dan Springer, CEO, Responsys

REQUIREMENTS FOR THE RIGHT TECHNOLOGY

Requirement

Description

Know and Match

Access large data sets and gain insights about consumers. This should include things like:

- Models that predict propensities for substance use disorders and filter through large data sets
- An easy way to activate those insights across a variety of channels

Tools to Create Patient Journeys

This can include, but isn't limited to:

- Ad unit creation
- Landing page creation
- Email marketing
- Long-term engagement

User's Place

A "home-base" for users where they can access tools to build audiences, analyze, and activate data.

Interoperability

The perfect technology integrates with other programs at the touch of a button.

Because you need to collect data from a variety of sources, technology should at least support information sharing, even if it's a manual process.

Continuous Improvement

New data should cycle back into the platform, providing more personally captured data for models and filters. This allows the platform to "learn."

1: Tie together partial, or incomplete systems

Some solutions may solve a portion of your needs, but leave gaps in critical processes. This can limit your ability to target your ideal audience and build tailored journeys.

Examples: Facebook Analytics, LinkedIn, Yahoo

Pros

- Low-cost solutions allow you to create audiences based on demographics and interests
- Low or zero subscription fees mean you only pay for the services you use
- Basic reports about consumer engagement (visits, clicks, conversions, etc.) give you some insight into areas for optimization

Cons

- As in the example of our young man participating in extreme sports, these solutions are a great first step but often leave you guessing which demographics and interests are likely to reach the right people
- More advanced features like propensity models are unavailable
- Because they may lack HIPAA compliance and don't integrate with all your systems, these low cost options are limited in the feedback they offer



2: Build your own

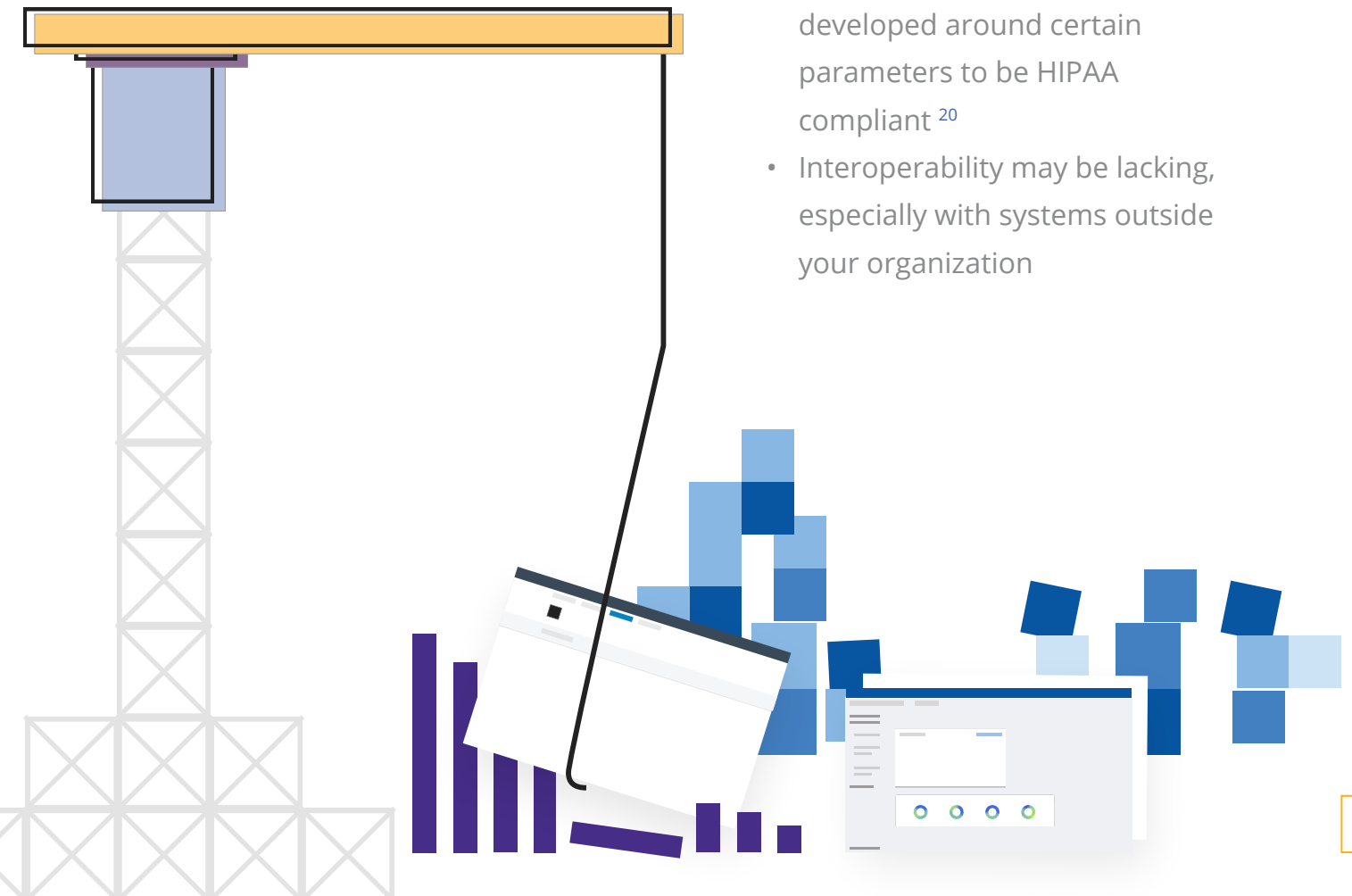
Organizations who feel they need highly custom solutions can build their own software solutions and models. To do this, treatment centers need to hire in-house engineers, data scientists and product designers, or outsource the work to an agency.

Pros

- Can be custom-built and designed for specific needs, control, function, look, feel and usability

Cons

- Can be incredibly difficult to build, resulting in delayed launch
- Ongoing and unexpected expenses can make estimating the total cost tricky
- The system will need to be developed around certain parameters to be HIPAA compliant ²⁰
- Interoperability may be lacking, especially with systems outside your organization



3: Purchase a solution through a trusted vendor

Companies are beginning to offer solutions to suit the unique needs of the recovery industry. The best vendors will offer solutions that address all the requirements listed above.

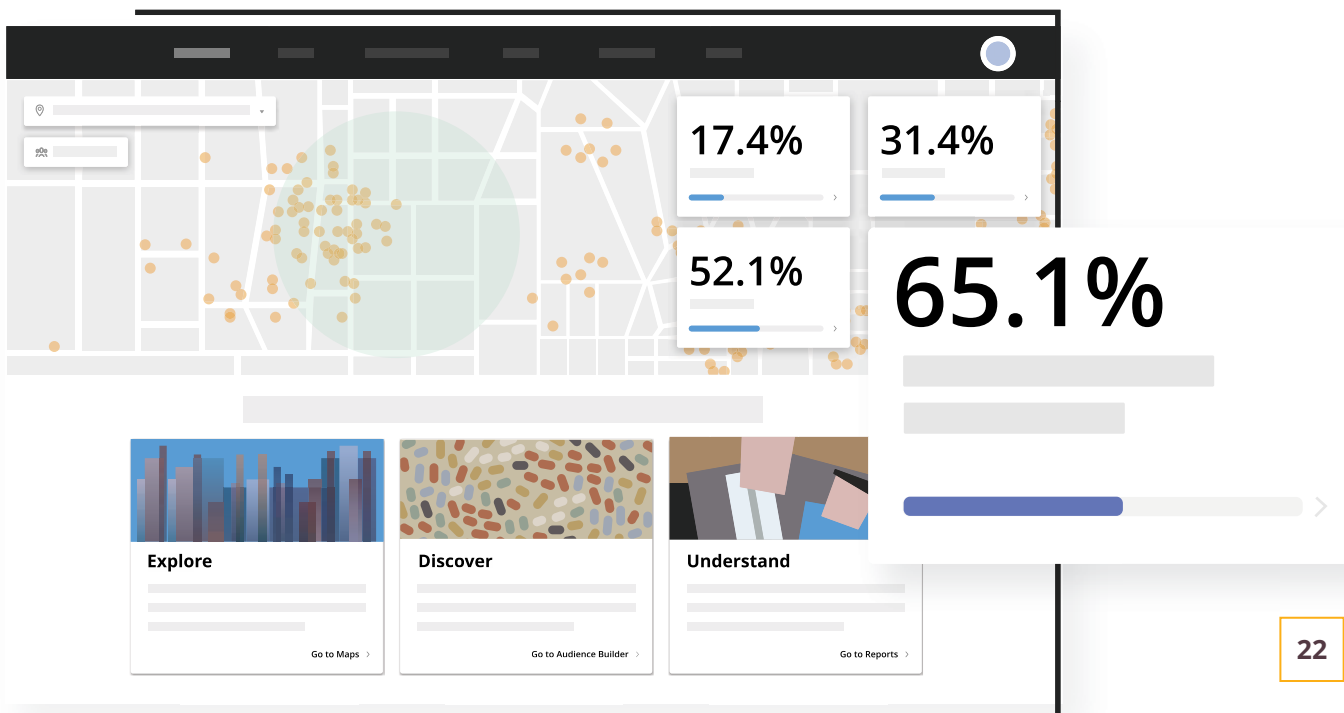
Examples: IBM Watson, Crossix, Insights from Gloop

Pros

- Ready-to-use propensity models
- Teams of developers to create new features and keep your platform online
- Client support is available to answer questions and streamline usability
- Access to millions of data points from day 1

Cons

- Some platforms limit users ability or charge fees to make and save custom models
- Recurring costs for subscriptions or advanced features
- Support may not have experience in your specific field



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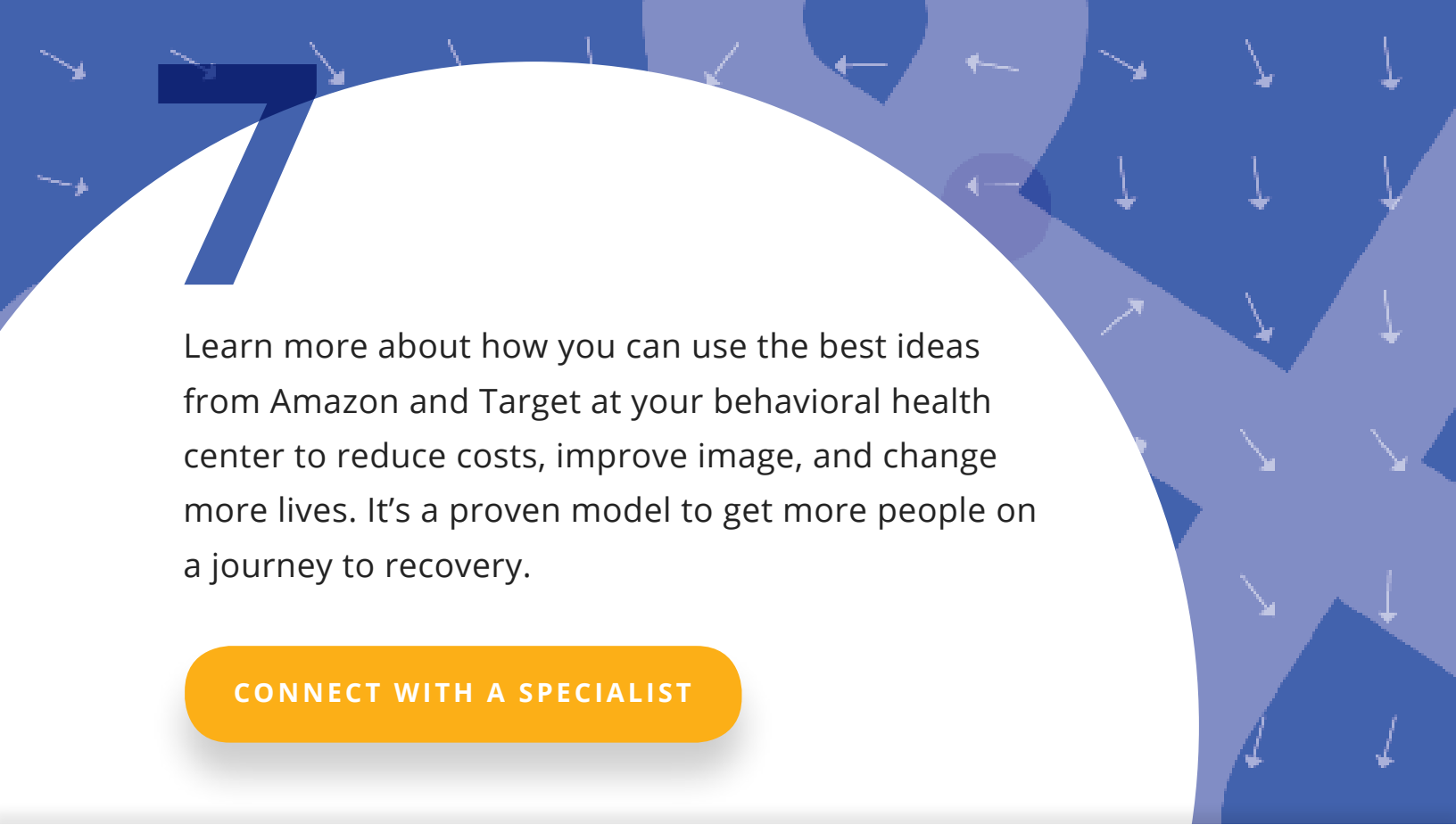
It's Time to Rethink the Way You Access and Serve Patients

Healthcare professionals report that predictive analytics have the power to save more than 25% in annual costs in the next five years. ²¹

Leading-edge centers take their cues from top platform innovators like Amazon to build highly tailored patient journeys, such as:

- Intense focus on relationships-before-acquisitions
- The use of data and analytics to know more about consumers than ever
- Using what you know to match consumers to tailored journeys that engage consumers with relevant info and guide them to purchase
- Continuously optimizing and iterating based on what works (and doesn't)

This consumer-centered focus maximizes marketing dollars, improves brand reputation, and offers centers a way to bridge the treatment gap so they can change more lives.



Learn more about how you can use the best ideas from Amazon and Target at your behavioral health center to reduce costs, improve image, and change more lives. It's a proven model to get more people on a journey to recovery.

CONNECT WITH A SPECIALIST

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