



## Scripps Clinic – Launching a Health Care System

### *Situation*

For decades, Scripps Clinic and Research Foundation had enjoyed a national reputation for the quality of its research institute and the medical staff at its clinic in La Jolla. To make this quality care available throughout the region and build a health care delivery system that would grow its business and gain efficiencies for its support services, Scripps Clinic launched a satellite clinic program. The program rolled out in five different communities and was judged a success by those using the clinics. However, a survey showed a lack of understanding about Scripps Clinic, the branch clinics, accessibility and pricing. The main clinic was viewed as exclusive, expensive and accessible only through physician referrals. Scripps Clinic felt the new model would work and planned to open more branches, but needed rapid changes in perception, awareness and traffic. There was an added motivation to develop brand image and positioning: other physician and hospital organizations were preparing to launch their own branch systems.

### *The Plan*

Tom Gable led a team that analyzed research data and developed a year-long strategy to deal with perceptions, first, and then support Scripps' growth goals. The team developed positioning that put Scripps Clinic "*On call!*" throughout the county – available at all times to everyone, just like the family physician of old. The agency created media relations programs, print and radio advertising, direct mail and on-site educational seminars to support the position. The messages emphasized warmth and accessibility, plus the recognized quality of Scripps Clinic care. An umbrella campaign covered the Southern California region, with targeted programs in each community Scripps served.

### *Results*

From its outset, the campaign stimulated unprecedented numbers of calls and patient counts soared to record levels. Monthly increases ranged from 19 to 72 percent at the individual clinics. Tracking surveys showed significant improvements in attitudes about Scripps Clinic, its accessibility and depth and breadth of its coverage.

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