THE METRIC

Cost per treated patient, not cost per lead

The hospital version of acquisition cost. It ignores every enquiry that never became a patient.

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THE FORMULA

Spend divided by treated patients

SPEND	Media, agency fees and content costs for that channel
TREATED	Completed a consultation, procedure or admission, and was billed
PERIOD	Same period for both, matched by source

It is the hospital form of customer acquisition cost.

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THE LADDER

Each step down is harder and more useful

1. Cost per click: rewards cheap traffic that never enquires
2. Cost per lead: rewards volume, hides junk and duplicates
3. Cost per booked appointment: hides no-shows
4. Cost per honoured appointment: real footfall, not treatment
5. Cost per treated patient: patients and revenue, needs CRM to billing

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WHY LEADS MISLEAD

Four ways cost per lead lies

- Channels differ: cheap leads that rarely convert cost more
- Service lines differ: a procedure lead is not a consult lead
- Slow contact centres make good channels look bad
- Agencies optimise what you measure. Pay on leads, get leads.

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WORKED EXAMPLE

Same spend, opposite answers

SPEND	Rs 3,00,000 on search ads, Rs 3,00,000 on social ads
ENQUIRIES	300 from search vs 1,000 from social
PER ENQUIRY	Rs 1,000 search vs Rs 300 social: social looks 3x better
TREATED	30 from search vs 15 from social
PER PATIENT	Rs 10,000 search vs Rs 20,000 social: search is twice as efficient

Illustrative numbers, not benchmarks. The decision flips once you follow enquiries to treatment.

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CALCULATE IT

Five things the data needs

- One source taxonomy on every enquiry, across channels and units
- Calls, WhatsApp and walk-ins captured in the CRM, not only forms
- Monthly match to billing, usually by mobile number
- Spend allocated to the same channels, fees included
- Reported by service line and unit, not just group

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USE IT WELL

What to do with the number

- Compare channels within a service line, never across
- Watch the trend; elective journeys take weeks
- Report the share of patients with unknown source
- Fix response and no-show leaks before cutting a channel

If it rises, look up the funnel first. Often the channel is fine and the leak is operational.

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Cost per treated patient will never be perfectly precise. It only needs to be closer to the truth than cost per lead, and it almost always is.

Brand spend stays out of it. Report it separately.

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READ THE FULL GUIDE

Cost per treated patient, in full

- Setting targets from contribution per service line
- Answering the three common objections
- The one-page leadership report
- gauravphogat.com/cost-per-treated-patient

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