River Valley Health & Dental Center

RiverValleyHealthAndDental.org

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INTRODUCTION

River Valley Health & Dental Center is a federally qualified health center (FQHC) that provides first-rate care and services to a diverse population within the Williamsport, PA community. River Valley Health faces challenges in reaching potential patients due in part to misperceptions about FQHCs – that they only serve the poor and uninsured, and do not provide high-quality services - and because of concerns about safety, given its city location.

This plan focuses on repositioning the organization to increase awareness and relevancy among target audiences for primary care services. Specifically, working to advance positive associations with the organization as a quality, preferred provider.

The Center has enlisted Gavin to create a 12-month annual marketing and communications plan to help it overcome these challenges and to establish it as the premier health center in the region serving everyone. Its goal is to engage a more diverse array of patients, including senior citizens, individuals and families who have spanning varying social economic statuses. These include low income to medium income individuals and families who are uninsured, under-insured or have commercial insurance.

This plan provides a foundation for shifting perception, employing a key strategy that has been crafted using newly created overarching brand and service messages all designed to increase target audiences and the general public's understanding and perceived value of the FQHC model and River Valley Health's vision, mission, state-of-the-art facilities and qualified providers and services. This plan works to break through the stigma of accessing care through an FQHC and to position River Valley Health as a preferred provider for primary care. River Valley Health will reach its target audiences through internal employee engagement, traditional media, online communications and community outreach campaigns.

It is important to know that this plan makes recommendations beyond marketing efforts to ensure that the total patient experience reinforces the desired market position among target patient populations.

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GOALS/OBJECTIVES/STRATEGY

Specifically outlining the goal and objectives for the 2019/2020 communications plan enables River Valley Health to have a clear understanding of the outcomes we're driving toward, and the actions we'll take in order to achieve them.

GOALS

1. Establish River Valley Health & Dental as a mission-driven health center that is a modern facility with comprehensive, patient-centered services serving everyone in the region delivered by qualified providers.

2. Break through the stigma of being a "clinic," to reposition the organization as a preferred provider of care among target audiences.

3. Position River Valley Health as a preferred primary care provider who meets the expectations of target audiences as a mission-driven organization providing quality care for the entire family, ultimately becoming a medical home to patients.

4. Diversify River Valley Health's patient base to increase its commercially insured and Medicare patient base.

5. Establish a consistent market message that is differentiated, relevant and engaging, while advancing the organization's overall marketing and communications approaches to support building positive market influence and perception.

6. Elevate awareness and interest in mobile unit, dental, senior services and behavioral health services.

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STRATEGY

- Launch consistent brand and service messaging to appeal to a broader audience
- Increase market awareness for River Valley Health's services and mission as a federally qualified health center within 30 miles of its location in Williamsport, PA by circulating new brand messaging through:

    - Reinforce key messages focused on primary care service to position as a medical home among target patients
    - establishing a cadence of earned, owned, shared and paid media placements;
    - establishing annual community outreach campaigns, including focus on the medication-assisted treatment grant and the newly launched mobile care unit;
    - improving online communications to increase patient, donor and community engagement.

- Address and break through the stigma of accessing care through an FQHC by promoting River Valley Health as a safe, high-quality facility, with qualified providers delivering top-notch care for all, repositioning the organization as a desirable provider of care
- Leverage newly established patient personas, focused on priority audiences to advance new messaging and grow target patient bases of commercially insured, uninsured and underinsured individuals

Recommended Performance Metric Goals

- 15% new commercially insured patients
- 7% new Medicare patients
- 500% increase in social media engagement
- 30% increase in Website use/inquiry/access
- Increase inquiries for primary care services
- 20 positive media placements in 12 months
- Grant-funded efforts
    - Add 400 new patients for the behavioral health programs supported by grant funding
- Increases in employee, patient and community engagement/awareness and satisfaction (benchmarks to be determined in recommended survey)

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TARGET AUDIENCES

Identifying specific target audiences is vital to creating and employing concise, accurate messaging. The following target patient groups have been identified as priority audiences specific to the Center's goals and will be targeted with the activities recommended throughout this plan.

PRIMARY AUDIENCES (PERSONAS)

Audience Personas provide a strategic lens for targeting precise audiences, allowing River Valley Health to focus its efforts on meeting the emotional needs of core target audiences with greater relevance to the needs of patients.

While every patient may not be this exact "person," the "persona profile" allows River Valley Health's team to think of their approaches from the position of a patient's perspective. This ensures decisions are made around the patient's needs and mindset, ultimately creating a more engaging communications strategy.

The following outlines three (3) core target audiences and their psycho-demographic profile. These profiles were given great consideration in developing the specific service messaging and target market strategy. While these audiences are core focuses, the general public and outlier audiences were also considered in the broader strategy and overarching messaging.

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Core Target Patient Audience Psycho-demographics
The majority of audiences were determined to be Caucasian.

- 38 Years of Age
- 4 Kids
- Low income
- Struggles with transportion
- Lives in Williamsport
- Uninsured
- Sometimes feels ashamed, but is proud of her family and community
- Health may not be her biggest priority
- Wants to feel respected
- Needs more health education and support for follow up

- 67 years of age
- Retired, widow
- Lives 20 minutes away
- Transportaion may be an issue
- On Medicare
- Fixed income
- Loves her family
- Wants to be social
- Perception of safey is important
- Desires consistenty in provider care
- Does not want to be rushed
- May experinence culture shock downtown

- 32 years of age
- 2 kids
- Lives 10 minutes away
- $80-$90k HH
- Commercially insured
- Homeowner
- Has plenty of healthcare options
- Values social responsibility
- High expectations for care
- Busy and does not like to wait
- High technology use

ADDITIONAL CHARLIE OVERVIEW

Charlie is the main persona for the focus of specific grant-funded efforts, ensuring that River Valley Health is connecting patients with behavioral health and substance abuse services, inclusive of MAT and other essential resources. Charlie is more likely to struggle with addiction, have increased encounters with law enforcement and lacks access to steady employment/income. River Valley Health's purpose is to function as primary care resource, connecting Charlie with consistnet essential human services to help her/him reach self sufficiency.

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GENERAL AUDIENCES

- Patients
  - Individuals
  - Families
  - Pediatrics
- Partners and referral sources
  - Schools
  - Social services
  - Hospitals & specialists
- Employees
  - Potential health care employees / talent
  - Current employees
- General public
- Funding sources
  - Federal, state associations / grants
  - Foundations, corporations
  - Individual donors
  - Insurance companies
- Influencers
  - Elected officials
  - Community stakeholders and leaders

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VALUE PROPOSITION AND KEY MESSAGES

We strive to clearly communicate with all audiences, and to position key messages to be relevant based on each audience's unique background, needs and goals. For River Valley Health, we recommend keeping messaging as broadly based as possible in relation to Christianity so not alienate individuals with different religious beliefs or who may not view religion as a relevant decision-making factor for their care.

It is recommended that a theme of being committed to the care of the community and serving everyone by the means for incorporating Christian values at a broad level to all audiences.

However, for some audiences – such as potential donors or community partners – the mission/messaging of extending God's healing may be strategically appropriate and may be employed, as noted in the messaging below.

We also recommend that terms associated with FQHC be considered secondary to the River Valley Center specially crafted mission-focused language, especially given that FQHC messages tend to have stigma associated with being a clinic, including the perception that these types of services are only for the poor.

Rather, we will focus on the benefits of a mission-driven, community-based care organization bringing care to individuals they serve.

This should also be considered visually, ensuring that River Valley Health's branding is the primary focus at all times. The FQHC logo should be used as a smaller, secondary affiliation logo only. It should never be the same size or close to the size (visual emphasis) as the River Valley Health logo.

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VALUE PROPOSITION & CORE MESSAGES

- As the premier nonprofit, mission-driven health care center in the Williamsport region, River Valley Health & Dental offers the most complete and highest quality care for your life's wellness.

- Our care is designed for the needs of our entire community and delivered by our caring and qualified medical professionals.

- Working together, we are focused on moving our entire community forward in good health.

- Our qualified providers are ready to serve you with primary care, specialty health and dental services designed around you.

Special notes:

- Medical Home
  - "Medical home" is not a recognized term/phrase among your core target audiences (consumers). While the message of a central point for care is key, the terms "medical home" are not recommended for use with "consumers." Rather, it is recommended to use "center" be used to convey a centralized point for care. Being the center for coordinated care with partners or onsite at River Valley Health.
  - "Medical home" is appropriate when speaking to fellow providers and referral sources.
- FQHC
  - Conveying that River Valley Health serves everyone in the community with accessible care will reinforce the FQHC's core messages, but using the words "FQHC" or "federally qualified health center" as a primary message will distract from what consumers (patients) view as most important – quality care delivered by qualified providers in a modern and safe facility.

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CONSOLIDATED CORE MESSAGE

- Your health and wellness are at the center of our care.
- Our patients' health and wellness are at the center of our care.
- We are committed to advancing our entire community to greater wellness through complete and accessible care for everyone.

KEY MESSAGES/SERVICES BY PERSONA

- Charlie
  - Accessible care
  - Supportive staff
  - Understanding of needs
  - Community care
  - Care in one location
  - Walk-in services
  - Behavioral health service
  - Dental services
  - Mobile unit
  - Substance abuse services
  - Connect to community resources

- Betty
  - Friendly attentive care
  - Convenient care with easy parking
  - Convenient hours
  - Specialized care for seniors
  - Navigation of Medicare system
  - Qualified providers
  - Community commitment
  - Goodwill efforts
  - Caring staff and providers
  - Friendly atmosphere
  - Care coordination
  - Mobile unit

- Mark and Shelly
  - Primary care for the entire family
  - Convenient
  - Modern facilities
  - Pediatric dentistry / all family dental services
  - Express walk-in

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- Women's programs
- Reproductive health
- Community involvement and socially responsible

NAMING ADJUSTMENT RECOMMENDATIONS

Upon reviewing River Valley Health's current state of its brand, it was determined that its name is referred to in numerous manners, creating inconsistency. The following adjustment is recommended to streamline and control the message, while emphasizing the point of a "center" in a new tagline.

Naming Recommendation Change

Current:

River Valley Health & Dental Center

Revised:

Removal of "Center' in the name.

River Valley Health & Dental ~~Center~~

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MARKETING MESSAGES / TAGLINE

This new recommended tagline reinforces putting the patient's needs first as a centralized provider for coordinated care. The word "center" reinforces being committed to community, good health and accessibility. In addition, the word relays a strong commitment to a greater mission of caring for the best interests of each patient. The intent is also to shift "center" away from meaning a building or facility alone.

RIVER VALLEY HEALTH & DENTAL
YOUR CENTER OF CARE

NAMING USAGE RECOMMENDATIONS

To create consistently and reinforce the complete offering of the organization, the following is recommended:

ALWAYS

- River Valley Health and Dental's full name should be used in its complete form upon every first reference in a document

RIVER VALLEY HEALTH & DENTAL

- Only after the full name is referenced may it then be referenced as River Valley Health thereafter
- Always use the ampersand "&" in place of "and" in the name when written out

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NEVER

- Never use an acronym in place of the name in formal or marketing communications. Acronyms can be detrimental to consistent branding and can erode the brand's effective communications to achieve higher recall.
    - While not preferred or recommended, the only exception to this may be internal-only communications

Recommended URL Acquisitions:

- YourCenterForCare.com
- YourCenterForCare.org

*Gavin has acquired these URLs for transfer to River Valley Health to ensure protection of the URLs during this process.

SERVICE SITE RECOMMENDATIONS

River Valley Health and Dental's current location has undergone a large-scale renovation that is being underutilized and misrepresented from the exterior of the building. It is recommended that a series of improvements be made to take the level of innovation and professionalism presented on the interior to the exterior of the building through a series of modest improvements.

Changes include:

- Adding planters along the exterior in brand colors
- Incorporating branded flags to view from afar and create a sense of pride
- Incorporate branded outdoor seating and picnic tables to accommodate patients and employees
- Enhance the lighting of the building with up-lighting of the exterior and name
- Paint the entrance point in the brand blue to emphasize a warm welcome

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The following images showcase the recommended concepts.

Daytime Exterior

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Nighttime Exterior

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SERVICE MARKETING MESSAGES

Everyday service messages should be created for Dental, Senior, Behavioral Health, Primary and Mobile services for staff to utilize on a daily basis. The following are examples for Mobile to use as a platform for other services areas.

Mobile Unit Messages
Staff should be trained on set messages and marketing should utilize messaging through any collateral or marketing.

- River Valley Health & Dental is now making it easier than ever for you and your family to take care of your health on-the-go. We've launched a brand-new mobile health unit that brings medical and dental services right to your door.
- What is a mobile health unit? It's a health center, in the form of a large vehicle [van/bus/camper?], which comes right to you. Our unit features:
    - Two dental rooms
    - One medical exam room
    - A waiting room
    - A sterilization area, to provide you with a clean and healthy place to visit
    - A restroom
- Anyone who lives in Lycoming County is welcome to use our mobile services. If you've ever had trouble finding transportation to your doctor's appointments, this is the solution you've been looking for.
- Here's how it works [fill in when more details are available]:
    - Xx
    - Xx
    - Xx
- We thank the Williamsport Lycoming Community Fund at First Community Foundation Partnership of Pennsylvania (FCFP) for making this mobile unit possible.

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Primary Audience Messages

Core Target: Charlie (30s, mom, lower income, no insurance, lives in Williamsport):

- Welcome! We are glad you are here.
- We want you and your family to stay healthy. We'll be with you every step of the way to make sure you get the health and dental services you need.
- We value you as a patient. You are an important member of our community.
- Have you heard about our Mobile Care Unit? We can come to you! Our unit brings medical and dental services right to your door to make it easier for you and your family to maintain your health and well-being.
- If you have an urgent medical issue, just drop in. There is no need for an appointment – and no need to visit the emergency room.
- We offer access to extensive resources to help you connect with everything you need. We're here to guide you to important services and support.
- We are happy to work with you to come up with a payment plan that meets your family's needs. Just reach out to us! We can tell you about special payments and applications for financial help. We can also answer questions you have about Medicaid services or the health insurance marketplace.

Betty (60s, retired widow on Medicare w/fixed income, has kids/grandkids, lives 20 minutes away):

- Our building may be large, but when you visit us you'll experience all the benefits of a small office, right in your own community. We treat every patient with the personal attention and respect you deserve. We want you to feel comfortable asking us whatever questions you may have about your care. You can trust us with all of your health needs.
- Safety is a huge priority for us. Our office, located in downtown Williamsport, is a beautiful, modern place where you can feel relaxed and at ease in the care of our talented and dedicated staff.
- As experts in caring for older individuals, we truly understand your health care needs. We offer specialized services for seniors, including [fill in details]. The best part? All of these services are available in one place to make it easier for you to get the care you need, when you need it.
- Is it difficult for you to find transportation to your appointments? We have a Mobile Care Unit that can come to you! We'll bring medical and dental services right to your door to

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make it easier for you to maintain your health and well-being, without leaving your home.

Mark and Shelly (30s, two kids, $80k-$90k HH, live 10 minutes away):

- Our state-of-the-art facility is the perfect place for you to access personalized, high-quality health and dental care for your entire family – right here, supporting your own community.
- In addition to our dedication to offering comprehensive, first-rate care for adults, we're well-known for our top-notch pediatric services. Our pediatric providers monitor your child's physical, mental and emotional well-being, as well as dental services, all under one roof.
- We know you're juggling a lot of responsibilities, and it can be hard to make time for appointments. Our convenient appointment times will fit into your busy life so that you can focus more of your time on what matters most – your family and preparing for the future.
- You can count on us to get to know you and understand all of your family's health care needs. As your children grow and their needs change, we'll be there with you, every step of the way.

Secondary Audience Messages

River Valley Health providers/other employees

- As a River Valley Health & Dental employee, you are an important part of our team. We need you, and we rely on your expertise to help us serve the community.
- We welcome all individuals into our center, regardless of age, background, ethnicity, financial situation, sexual orientation, or any other characteristic. We treat everyone with equal respect while offering personalized, first-rate care for all.
- Our goal is to treat every patient with the personal attention and respect they deserve. We want them to feel comfortable asking us whatever questions they may have about their care. We want them to trust us with all of their health needs.
- In addition to our dedication to offering comprehensive, first-rate care for adults, we're well-known for our top-notch pediatric services. Our pediatric providers monitor children's physical, mental and emotional well-being, as well as dental services, all under one roof.

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Prospective employees and new hires

- Thank you for your interest in working with us at River Valley Health & Dental Center.
- Our employees are a central part of our team. We are committed to keeping the lines of communication open to ensure [you/they] feel valued and are able to continue providing the best possible service to our community.
- We look forward to learning more about you and the talents you [could] bring to our team.

Potential donors/grant organizations/community partners

- *[Donors/grant organizations]* We appreciate and value your generosity as a [donor/funding source]. Please continue to keep us in mind through your philanthropy efforts as we work together to enhance the important services we offer to maintain a strong and healthy community.
- *[Community partners]* We appreciate and value your support as a community partner. Please consider sharing information about our services with your clients to help us reach the individuals in our community who may not otherwise hear about us.
- *[All]* Combined with your continued support, we can more effectively serve all of the Williamsport community's health and dental needs.
- *[Use as appropriate]* At the heart of our mission is to extend God's healing by providing inclusive, quality care to all those who need it. With your help, we can fulfill this mission by expanding our outreach efforts to more individuals across the Williamsport community.

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COMMUNICATIONS

A series of communication approaches have been developed to ensure our target audiences receive the messages of this plan, both online and through traditional means. As we employ each approach, we are mindful of how and where our audiences receive information.

INTERNAL COMMUNICATIONS

PROVIDER/EMPLOYEE ENGAGEMENT

Because provider and employee engagement in River Valley Health's mission and messaging is essential to its success, it is important to ensure they stay well-informed from the very start. It is recommended that you create a series of on-site events for leaders and all employees to remain engaged, informed and celebrated.

As new messages and changes are rolled out, it is recommended that leadership host a series of employee engagement events, including the following. These may be incorporated into current planned staff and leadership events.

- Quarterly Leadership Updates
  - Informing leadership and management teams first of changes, enhancements and improvements in marketing and communications efforts
  - Provide performance metrics, outcomes and patient stories that reinforce the goals and interests of this plan
- Annual Employee Updates and All-Staff Events
  - This creates an opportunity to keep employees and all staff engaged and informed
  - This annual event should be used to recognize employees for awards relating to key service areas and messaging. Recommended awards include:
    - Center of Care Award
    - Service Access Award
    - Senior Care Award
    - Dentistry Award
    - Community Engagement Award

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Additional communications recommendations at events include:

- Talking points should be created for each event and presented by the River Valley Health leadership team
- Include handout overview of the mission, philosophy and key messages employees/providers should memorize and share with patients. Also includes tips on how to implement the mission with patients – e.g., how to engage the needs of Betty vs Charlie (patient personas0
- Share success stories and recent media coverage
- Tease the national observances that River Valley Health will take part in and a general overview of activities during those observances
- Tell providers and staff about forthcoming external marketing efforts to encourage promotion of information to patients through various interactions onsite
- Motivate use of key language and points of pride shared in marketing
- Encourage providers and staff to share River Valley Health content from Facebook and Twitter on their personal social media pages

EMPLOYEE MESSAGE PROMOTION

To engage employees in messaging and key marketing efforts, an internal employee engagement campaign should be adopted. Efforts should include:

- Adopt standard branded screensavers with key messages (updated quarterly)
- Core Value poster campaign
- Patient and employee story poster campaign
- Bulletin board to share positive media placements
- Positive patient quote board
- Place banners and special signage in lobby and common spaces to celebrate awards. Team achievements and community recognition

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PROVIDER/EMPLOYEE NEWSLETTER

Establish an internal newsletter for all River Valley Health employees and providers as an engagement vehicle to keep them informed about upcoming events/observances, new staff and other happenings. Create a newsletter template via MailChimp, written with content for a total of 4 internal newsletters per year spread throughout 12-months (quarterly). Information in the newsletter will include:

- Message from the president/CEO
- Patient stories
- Employee/provider profiles
- New hires
- Career opportunities
- Upcoming events (open houses, community events, national observances)
- Award wins/points of pride to share
- Community involvement

This should also be produced in a print version and posted on location.
In some cases, it may be recommended that a newsletter be mailed to employee's homes.

It is recommended that the employee newsletter be converted to stories and content for external use in social media.

EXTERNAL COMMUNICATIONS

PRIMARY CARE FOCUS

With the importance of affirming a position as a quality primary care provider among target audiences, especially "Betty" and "Mark and Shelly" target personas, the following outlines specific efforts to affect relevant perception for positioning.

Key efforts within this plan to shift interest and positive perception in primary care services require attention to visual communications, public relations and onsite experiences.

These audiences are heavily influenced by "consumerized" messages and desire health services from a brand that align with their expectations for quality and qualified providers both in visuals, onsite experiences and messages.

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The following outlines communications strategies that work to move River Valley Health to a desirable position to increase primary care and Medicare patients.

ENSURING IMPACTFUL MARKETING VISUALS

84% of communication is visual, therefore improvements in River Valley Health's overall visual communications (visuals/graphics/photography/etc.) should be enhanced to showcase quality and qualifications. Each graphic should work to advance positioning and emotionally resonate with the key personas of this plan and the community in general. Similar graphics should be adapted for use across multiple platforms.

Branded design templates and graphics should be developed for printed documents/flyers, email, social media, website imagery and advertising.

The following elements are recommended as part of the graphic representation of River Valley Health:

- Professional photography with a unique aesthetic that comes to be recognized as River Valley's visual look and feel
- Emphasize key organizational messaging based around the patients' needs while using big bold headlines that speak to key messages assigned in this plan
- Photographs featuring individuals within each of the target personas, specifically older individuals, single mothers, two-parent families and children. Real patients would be ideal if possible
- Testimonials from current patients, providers and staff
- Effective use of the current River Valley Health brand and colors
- Showcase providers in attire that aligns with perception of qualified specialty and primary care providers
- Showcased modern facilities

CREATING THIRD-PARTY INFLUENCE - PUBLIC RELATIONS

Standard ongoing media relations to secure positive media exposure will be an important part of increasing positive awareness and shifting perception to an enhanced market position.

Public relations efforts will be geographically focused across the Williamsport region to generate awareness about River Valley Health and to target the general public and key target audiences (personas). For those who do not have digital access, it is recommended to target community-access broadcast networks (e.g., public-access radio and TV stations), and free print

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publications.

MEDIA OUTREACH EFFORTS

Outlined efforts in this plan focus on national awareness months and topics of care that should provide a general editorial calendar for ongoing media outreach. Additional media pitching should include securing coverage on:

- Primary care topics
  - Regular check-ups
  - General health and wellness
  - Pediatrics
  - Mom's health
- Provider profiles
- Health trends and care tips
- Wellness best practices
- Award wins and recognition of quality care
- Community outreach and health awareness efforts
- Positive patient stories of attaining good health
- Stories on exceptional service and support of patients
- New hires
- Senior care services
- Dental services

The following media have been identified as target media for ongoing public relations efforts.

Publication/Outlet/Organizations

1. BILL 95 radio
2. City of Williamsport
3. Country 105 WILQ
4. Daily Item
5. Hope Enterprises
6. KISS 102-7
7. Lycoming County United Way
8. Lycoming Economic Development Foundation
9. Lycoming-Clinton Counties Commission for Community Action (STEP), Inc.
10. News-Item
11. NorthcentralPA.com

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12. Pennsylvania Economic Development Association
13. Pennsylvania Health Access Network
14. Press Enterprise
15. River Valley Regional YMCA - Williamsport Branch
16. Standard-Journal
17. Sullivan Review
18. The Express
19. The Luminary
20. The Lycourier (Lycoming College)
21. The Record
22. V97 Central PA
23. Webb Weekly
24. WEJS 104.1
25. Williamsport Area School District
26. Williamsport Sun-Gazette
27. Williamsport/Lycoming Chamber of Commerce
28. WJSA-FM
29. WNEP-TV (ABC station)
30. WRAK 1400 AM
31. WZXR

Telling Your Story of Impact: Annual Report / Community Impact Report

Once a year, an annual impact report should be created and used to communicate with community stakeholders, influencers, funders and potential donors. The following tools are recommended to support communicating the impact of the organization at the release of each impact report:

- Impact Report
    - The impact report will be a 10-12-page report that is designed, branded and messaged to convey the organizations' ongoing impact through services delivered. Content will be created as a marketing tool, delivering important information that conveys total impact, investment, patients served, community needs, goals and mission.
- Digital Support
    - A page on the website should be created to house current and past archives of impact reports. This page will have a unique URL and will be used as a constant

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place to seek out information on River Valley Health. This may be RiverValleyHealthandDental.org/Our-Impact
    - Anyone may go to this page to download or view the following materials:
        - Video
        - Report
        - Highlight sheet
        - Other as identified
- Infographic Video
    - To support communicating River Valley Health's impact in the community in a format that is engaging and memorable, a branded infographic motion graphic video will be created. This content will showcase impact in the community, key messages and where to go for more information. The video will be produced with each annual report and posted to the website.
        - This video may also be used for presentations and social media

Creating Consistency - General Collateral

The following materials should be created and updated annually as needed. Please note that services should be limited to "service categories" to avoid the creation of too many brochures / materials. The website should be the primary source for additional information on sub-category services. Each brochure / material should highlight key categorical services.

- Overview brochure
- Program / services brochures
    - Brochures for each service category
        - Dental
        - Senior Services
- Patient Manual

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TARGETED CAMPAIGNS

Targeted Campaigns are recommended for:

- Mobile Unit
- Behavioral Health and Substance Abuse
- Dental Care
- Senior Care
- Mission-Driving Care (FQHC)

MOBILE HEALTH UNIT CAMPAIGN

Wellness on Wheels

A focused campaign called, Wellness on Wheels, will be the platform to promote and engage audiences on mobile health services.

The mobile unit campaign will be a yearlong campaign and considered an ongoing marketing effort.

Supporting media approaches should include:

- A press release announcing the mobile health unit go-live
- Inaugural press release when the mobile unit visits a new "community" to encourage positive media coverage reaching micro-local communities and reinforcing broad geographic coverage
- Conduct media outreach and submit op-eds to regional media outlets on the importance of caring in the community, key stats of care and interviews with providers working on the mobile unit
- Guest columns and educational stories to tie in to the launch of the mobile health unit, as well as National Recovery Month in September 2019, National Children's Dental Health Month in February 2020, National Senior Health & Fitness Day in May 2020 and National Health Center Week in August 2020
- Video showcases of the mobile unit in action
- Testimonials, as available, from clients whose lives were changed for the better as a result of their visits to River Valley Health

Specialized Mobile Campaign Tactics
To generate excitement and agreement, specific campaign tactics are recommended:

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- A tour of Lycoming County. Upon approval, the Unit will make stops at local supermarkets, senior centers, shopping centers and other high-visibility areas to attract the attention of the community
- Each stop will feature:
    - Tours of the mobile unit
    - Basic health screenings
    - Handouts, including a flyer outlining the mobile unit's services and how to access them
    - An internal and external newsletter article about the mobile unit, also to be promoted on River Valley Health 's website, through social media and through media outreach and advertising
    - Opportunities to sign up for River Valley Health 's newsletter
    - A useful giveaway featuring contact information for the mobile health unit (first aid kit, etc.)

National Campaigns and Observances

National observances aim to raise awareness about important topics during a designated day/week/month and provide a platform for community engagement. For River Valley Health, the following observances provide an opportunity to raise awareness about its services and potentially gain new patients:

MENTAL HEALTH/BEHAVIORAL HEALTH/SUBSTANCE ABUSE

The following are months of focus for these topics to be leveraged for efforts to raise awareness and reach those affected by behavioral health and substance abuse.

- **National Recovery Month (September 2019/2020/etc.)** (ties in with medication-assisted treatment/mental health grant)
- **National Substance Abuse Prevention Month (October 2019/2020/etc.)**
- **National Drug and Alcohol Facts Week (January 21 – 26, 2020)**
- **Alcohol Awareness Month (April 2020/etc.)**
- **Mental Health Month (May 2020/etc.)**

Each month as noted, efforts should position River Valley Health as a resource during these national awareness months using the following efforts:

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- Conduct media outreach and submit op-eds to regional media outlets
    - Submit general health topics and FAQs on resources and available support
- Distribute PSAs (ads, radio, release)
    - Focus on driving attention to available resources onsite and online with River Valley Health
- Have a social and website visual takeover for the campaign
    - Each month should have a designated page on the site that is promoted on the home page
    - Each page will remain active on the site year-round
    - Permanent page links are recommended for each page:
        - https://www.rivervalleyhealthanddental.org/Mental_Health
        - https://www.rivervalleyhealthanddental.org/Recovery
        - https://www.rivervalleyhealthanddental.org/Alcohol_Facts
        - https://www.rivervalleyhealthanddental.org/Substance_Abuse
    - Add inquiry forms for the public to submit requests for information or to schedule an appointment for relevant services
- Post campaign posters in lobbies and at main entrance points
    - Each month, River Valley Health should have specific campaign messages promoting key themes, resources and FAQs through onsite signage in lobbies, waiting rooms and also handed out to regional partners reaching affected audiences.
- Craft fliers or FAQs with information about substance abuse, recovery and mental health/co-occurring disorders, client testimonials and how River Valley Health can help/services provided
- Write an external newsletter article about each observance, promote on website, social platforms
    - Craft social content focused on increasing awareness, removing stigmas and educating audiences on available resources through sharable content that is promoted via social platforms and on the website
- Engage with a community partner to co-host seminars about recovery-related topics as noted
    - Likely partners include:
        - YMCA
        - YWCA
        - Community Action Agencies
        - Local Missions

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    - WIC
    - Local Employers
    - Local Media Outlets
    - Regional Providers
- Host open houses or a table at an already-scheduled community event focused on relevant topics during each month
    - Include onsite providers to answer questions or attend a panel discussion
    - Include tour of mobile unit
    - Have showings of facility tour video, or create a video highlighting the recovery services provided by River Valley Health , include video testimonials
    - Distribute fliers, giveaway
    - Offer an opportunity to sign-up for the newsletter
- Consider hosting a half-day session on the state of care with referral groups specializing in relevant topics for each month. River Valley Health would be the lead sponsor and work to secure funding through sponsorships to unwrite the day's needs (i.e. lunch, space rental, promotion)
    - Include expert panels from various roles in services and referral groups
- Produce useful giveaway that features River Valley Health 's contact information and the tagline "Your Center for Care." (e.g. first aid kit, flashlight, magnet)

DENTISTRY CAMPAIGN

National Children's Dental Health Month (February – 2020 date TBD)

- Conduct media outreach and submit op-eds to regional media outlets
- Distribute PSAs (ads, radio, release)
- Craft flyer or FAQ with information about children's dental health, tips and a list/description of children's dental services provided by River Valley Health
- Write an external newsletter article about children's dental health/care to tie in to this observance, promote on website, social media platforms
- Update website homepage and Facebook page with a temporary message about National Children's Dental Health Month
- During school visits, hand out flyer and branded giveaways (toothbrushes, flosser, etc.)
- Engage with a community partner to co-host a seminar about a topic related to children's dental health
- Host an open house or a table at an already-scheduled community event
    - Include tour of mobile unit

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- Have showings of facility tour video, or create a video highlighting the children's (and adults') dental services provided by River Valley Health , include video testimonials
- Distribute flyer, giveaway
- Offer an opportunity to sign up for the newsletter

- Produce useful, dental-specific giveaway that features River Valley Health 's contact information (toothbrush, flosser, etc.)

SENIOR CARE CAMPAIGN

National Senior Health & Fitness Day (May 27, 2020)

- Conduct media outreach and submit op-eds to regional media outlets
- Distribute PSAs (ads, radio, release)
- Host health and fitness events onsite the month of May leading up to the national awareness day
- Craft flyer and FAQ with information about events, seniors' health, tips and a list/description of services provided by River Valley Health
- Write an external newsletter article about senior health to tie in to this observance, promote on website, and social platforms
- Update website homepage and social pages with a temporary message about National Senior Health & Fitness Day
- Engage with a community partner to co-host a seminar about a senior-related topic or a senior fitness class
- Host an open house or a table at an already-scheduled community event
  - Include tour of mobile unit
  - Offer senior-specific health screenings
  - Have showings of facility tour video, or create a video highlighting the senior services provided by River Valley Health , include video testimonials
  - Distribute flyer, giveaway
  - Offer an opportunity to sign up for the newsletter
- Produce useful, senior-specific giveaway that features River Valley Health 's contact information (pill box, first aid kit, flashlight, etc.)
- Invite leaders form senior care facilities for a guided tour and round table discussion on senior care issues

MISSION-DRIVEN CARE CAMPAIGN

National Health Center Week (August – 2020 date TBD)

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The following are additional recommendations to amplify River Valley Health's current marketing efforts during National Health Center Week (NHCW). River Valley Health's team should continue to manage the events as currently planned, while complementing those efforts with supplemental activities to expand your story's reach. Current efforts may be adjusted to align with the newly recommended efforts.

Additional Activities:

- Community Information Events
    - A River Valley Health fair should be held during NHCW to encourage patients to bring friends and family to learn more about services and good health tips.
    - Various booth set-ups at nearby community locations and partner sites during the week.
    - Each event should be managed to ensure that the River Valley Health brand is front and center to communicate that River Valley Health is the lead "sponsor" or host of the event. Use of the River Valley Health brand colors and branding should be leveraged to create a feeling of a brand takeover / ownership.
        - Promotion of fair through:
            - Large intersection banner over street a month in advance
            - Social media
            - Lobby signage
            - Printed invites at patient check-in
            - Signage in patient waiting areas
            - Signage on outside of building
            - Public relations
            - Referral Sources
                - Direct invitations to referral or partner sources
                    - Email invites
                    - Printed invites
                    - Personal outreach by River Valley Health staff
        - Onsite branding for event
            - Branded tents (River Valley Health blue covers) placed on each corner (during event)
            - River Valley Health branded check-in station
            - Staff in River Valley Health branded attire
        - Invitees should include:
            - Patients and guests
            - Referral sources
            - Local HR professionals at large employers in the community
            - College campus contacts

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- Legislator and Influencer / Partner Customized Tours
    - Board of directors' tour
    - Legislator tours
        - Invite media to conduct interviews during the tours
    - Referral Sources / HR Professionals
- Mayor's Proclamation
    - Coordinate a proclamation, ideally at the same time as the legislator tours
        - Create media event around proclamation
- Public Relations Activities
    - Op-ed submissions
        - Submissions from the following will be planned:
            - Chief of Staff
            - President of the Board
            - CEO
    - Active media pitching and story placement to tell care stories of River Valley Health
- Social Media
    - Live Event:
        - Mayor's Proclamation event
    - Live events / Q&As
        - Promote a Facebook Live event in advance
        - A 30-minute Q&A with clinicians and providers on designated topics focused on services provided. Each session should focus on one care topic.

STRATEGIC PARTNERSHIPS

To create a trusted funnel for referrals to River Valley Health , it is recommended to create strategic partnerships with various community stakeholders. To do so, we suggest scheduling a meeting with the leadership of each organization to foster an awareness of River Valley Health's services, mission and goals, and to ask them to hang posters, hand out flyers or include information about River Valley Health in their publications (if any) to share with their clients. River Valley Health will provide the collateral.

These key partners should be managed through an annual marketing campaign that will include:

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- Quarterly newsletters with relevant content
  - Customized for two groups "community influencers" vs "referral sources"
- Direct mail quarterly containing key information and updates
- Mailing of Impact Report
- Holiday mailing
- Annual donation request
- CEO invitation for lunch annually with tour

A central a data base of contact information and touch points should be maintained.

Key organizations to reach out to for strategic partnerships should include:

- Legislator and Community stakeholders – host annual tours and meetings to keep influencers informed of your impact
  - This is especially recommended when the publishing of the Impact Report is done
- Hospital emergency departments and urgent care clinics to encourage follow-up care
  - UPMC Susquehanna Williamsport Regional Medical Center
  - Williamsport Hospital
  - Susquehanna Health
  - Geisinger Hospital
  - Health Innovation Center
- Homeless and community service groups, including Christian-sponsored organizations, rescue workers, women's shelters and others
  - Saving Grace Shelter
  - Family Promise
  - YWCA
  - American Rescue Workers
  - Wise Options
  - United Way
  - Transitional Living Center
  - The Salvation Army Williamsport
- Substance use facilities/clinics
  - Genesis House
  - Williamsport Drug & Alcohol Rehab Centers
  - West Branch Drug & Alcohol Abuse Commission
  - White Deer Run of Williamsport
  - Crossroads Counseling

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    - PA Treatment and Healing
- Senior centers and retirement homes
    - Leighton Place
    - Presbyterian Home of Williamsport
    - Williamsport Home
    - Hillside Senior Living Community
    - Roads to Freedom Center for Independent Living
    - Williamsport Elderly Housing
    - Senior Community Center
    - Faxon Senior Community Center

SOCIAL MEDIA

Social media efforts are noted throughout this plan, this section speaks more to the networks and a plan to utilize each network effectively.

- Goals
    - Grow social networks' engagement among target audiences
    - Reinforce brand messaging
    - Leverage social networks to tell the story of River Valley Health and educate audiences on identified health needs and services
    - Leverage networks to expand effective use of advertising dollars to reach broader audiences

Social Media Tactics

The following networks should be considered priority networks for the first phase of social media efforts. Additional networks may be added as capacity is expanded with staff or if networks are shown to reach core audiences.

- Facebook/Instagram
    - May be used for reaching a broader more mature audience:
        - Patients
        - Partners
        - Donors
        - General Public
- LinkedIn

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    - Should be used for professional audience:
        - Recruitment
    - Professional Collaborations
- YouTube
    - Will provide highly searchable content while making River Valley Health a human and emotional provider of care

Secondary Networks (should time permit to focus on additional networks in a consistent manner)

- Twitter
    - Twitter is a useful network but may not deliver ideal outcomes for the established goals
- SnapChat
    - If capacity allows, Snapchat is a growing platform to reach "Charlie"

A social media policy should be created to set standards for the River Valley Health tone of voice, brand persona and processes for managing responses and content.

Facebook

River Valley will utilize Facebook to promote educational content and services, recruit talent and reach general audiences. Efforts should include:

- Creation of sharable content
- Scheduled content
- Real-time content
- Boosting and sponsored content
- Event promotion

Drive traffic to the website for more information

Social Media Content

River Valley should develop a monthly content calendar, including content that will distinguish organic posts from boosted posts and advertisements, writing all content with SEO and hashtags in mind.

Weekly Posting Schedule:

- Facebook - Two to three posts per week

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- Instagram – Up to daily photos showing culture and care
- YouTube - Monthly video posts
- Twitter - Two posts per week

Content will also include SEO-friendly bios, titles, captions and overviews in line with River Valley Health's mission and messaging.

All content should be written between a fifth-grade and ninth-grade reading level to appeal to a broad range of patients and ensuring ease of translation to other languages when necessary by web browsers.

In addition, it is recommended that videos for the blog be shared on Facebook, LinkedIn and YouTube. This includes a YouTube channel for River Valley Health that is consistent with its other social media pages, so that it may boost SEO efforts.

Posts will also be made in real time, as it makes sense to do so. For example, during one of the promotions for National Health Center Week, create a Facebook Live event, during which live video streams to River Valley Health 's followers, allowing them to react in real time.

Sample topics:

- Understanding your insurance
- Assistance navigating your insurance
- What is an FQHC?
- Who can visit an FQHC?
- What are the benefits of visiting an FQHC (River Valley Health, in particular)?
- How does River Valley Health stand out from other providers?
- Patient, provider and employee profiles
- What is a patient-centered medical home?
- What is medication-assisted treatment?
- Mental health disorders
- Insurance 101, payment plans accepted
- 10 reasons to bring your child to River Valley Health
- 5 benefits of River Valley Health's downtown Williamsport location (address safety)
- 3 ways to squeeze in a doctor or dental appointment when you have a busy schedule
- National observance tie-ins (link to website)

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BLOGS / SEO

Many prospective clients turn to the internet to search for answers when they have health questions.

Through content creation on a newly developed River Valley Health blog, search engine optimization (SEO) efforts and a pay-per-click (PPC) advertising campaign, River Valley Health will be prominently displayed in the results of prospective clients' searches.

Blog creation & SEO strategy

The blogs will help to generate educational and engaging content for both River Valley Health and referral sources to share. Topics will range from healthy living tips to what to expect at medical and dental provider visits at the Center. It will specifically address concerns and frequently asked questions that have been brought up by patients and prospective patients about the purpose of the FQHC, populations served, information to put patients' minds at ease about location, etc. The blog will serve six primary purposes:

1. Educate prospective patients and current patients on various topics
2. Humanize the facility, convey quality of care and safe, modern facilities
3. Position River Valley Health as a community health and dental center that is open to serve all individuals in the community
4. Generate shareable social media and email content for River Valley Health's social media accounts
5. Boost SEO efforts for River Valley Health's available services
    a. SEO is crucial for reaching target audiences across geographic locations – write to the Williamsport area/within 30 miles to optimize SEO
6. Drive more potential patients to the website for information

Blog content

The blog will include a Contact Us form and other opportunities for prospective patients to get in touch with River Valley Health, e.g. via phone number, a link that's easy for mobile users to click, social media platforms and email marketing.

Topics will range from general information about senior care, dentistry and patient-centered care, to navigating insurance paperwork and how to get financial assistance for medical bills

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(see list of sample topics in Social Media section above). Content will be written at a fifth-grade reading level, easy for web applications to translate.

The blog will feature:

- One (1) written blog post per month (starting in August)
- One (1) video blog post, at approximately 60 seconds each, per month (starting in August)

WEBSITE UPDATES

It is recommendation that a series of updates be made to the site to achieve the goals outlined, reinforce consistent messages and position River Valley Health as an innovative, modern and qualified facility.

Content should be updated on River Valley Health's website in order to provide consistency in its messaging and most effectively draw in its target demographics. As often as possible, we will drive traffic to the website from the blog, social media channels, public relations efforts and email marketing.

In the "What's Happening" section of the site, we will provide content to promote the blog posts and national observances that River Valley Health will take part in.

Of particular note, to ensure that our key personas can become fully informed about River Valley Health's available services from the start of this campaign, it is recommended that the following website updates be performed as soon as possible:

- Under Vision & History, create an About Us page as the first item on the drop-down menu
    - Include the value proposition and the core messaging outlined in this plan
    - Include a bulleted list of the services provided at the facility and who is served there (seniors, children, teens, etc.)
- Under Medical, add details about the services specifically targeted to seniors to the drop-down menu
- Under Pediatrics drop-down under Medical, add more detailed information about the pediatric services that are offered at the facility
- Under Health Education, be sure to keep the Community Events Calendar up to date

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Additional improvements include:

- Change design aesthetic to be more focused on innovative, bold creative imagery to elevate the organization from a "not for profit clinic" to a qualified provider of care for everyone
- Move donation button to below the fold of the page
    - Leverage donations to support specific services, creating landing pages to solicit funds for key initiatives
    - Add a stronger, more emotional call-to-action
- Streamline patient experience through navigation changes to include: Find a Doctor, Services, Careers, Make an Appointment
- Collapse various links into central locations
- Add an expanded site map under each drop down menu

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- Add featured patient stories, services and campaign content on planned updates
- Move social media to bottom footer of the page, keeping only priority links at the top
- Ensure proper analytics reporting is set up to track key conversion goals as outlined in this plan

Mobile Updates

- Improve mobile version of site, emphasizing key information on mobile version
- Utilize a "hamburger" menu for mobile view
- Should include contact info, directions and key details for mobile friendly experiences as main information that is easy to use "one click" actions (call, directions, etc.)

INCREASING AWARENESS - ADVERTISING

Advertising the services offered at River Valley Health and incorporating its new messaging will help the Center increase market awareness across the Williamsport region and begin to break through the stigma of accessing care.

- Print Media
  - Senior Care publications
    - Advertising should focus on senior care
  - Local Chamber publications
    - Focused on quality care and connecting with commercially insured

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- Digital Advertising
    - Social media boosting and promotion of key campaigns, branding and general communications with calls to action for priority services
        - Promote events
        - Promote patient inquiry flow
    - Macaroni Kid
    - Others as determined
- Place billboards strategically throughout the region to support general branding
    - Focusing on key branding messages and priority services (senior, primary care and dental)

Media buys should be complemented by public awareness and public service announcements, using press releases and radio scripts distribution to regional media as listed under public relations. By leveraging Public Services Announcements, River Valley Health will be able to increase its market exposure without larger advertising investments.

PSAs should include:

- Press release
- Template "ad" sizes
- Radio scripts

MEASURING SUCCESS

To ensure success of the overall communications plan for River Valley Health, establishing performance metrics is critical. These Key Performance Indicators (KPIs) help to evaluate the success of communications and marketing efforts, and should include:

Patient Growth & Satisfaction

- *Year over year (YOY) data*
    - Patient growth
        - Senior patients
        - Commercially insured patients
        - Grant-funded patient growth
    - YOY patient satisfaction scores
- *YOY Referral network growth*
    - Percentage of patient referrals from current sources

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- Percentage of patient referrals form new referral sources
- Breakdown of referrals by source

Public Relations Results

- Total media hits
- Percentage of positive coverage
- Percentage of feature stories

Email Results

- Click-through rate
- Open rate
- Link tracking
- Unsubscribes
- Overall River Valley Health newsletter performance vs. industry standards

Social Media Results

- Impressions
- Engagement
- Growth of network

Blog and Website Results

- Organic traffic
- Visits from Google AdWords
- Completions of determined conversions
  - Contact form
  - Inquiry form
  - Donation button
  - Patient inquiry links
- Impressions from PPC
- Click-through rate of PPC
- Conversion rate for PPC

Overall Community Engagement

- Launch a community engagement survey to identify community perception over time
  - Includes using net promoter scores (NPS) with patients, general public, community partners and referral sources
  - This should be conducted bi-annually using an online survey system with less than 10 questions

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BUDGET

$410,0000

Item	Scope	Costs
National Monthly Campaigns	Design of supportive materials and coordination of campaign content	$15,000
Public Relations Support	Monthly support	$25,000
Brand Standards	Create brand standards and resources	$7,000
Employee Communications Campaign	Internal marketing campaign efforts, design and materials	$8,000
Social Media Support	Monthly content creation, management, live Facebook event management, oversight of boosted content	$7,000
Referral/Partner Email Marketing	Newsletter (4x year); content, design and email	$5,000
New Materials	Brochure, service brochures, patient manual, design and copywriting	$10,000
Strategic Partnership Marketing	Email marketing, direct mail and various support materials	$10,000
Website Updates	Impact Report page updates	$2,500
Design: Infographic	Infographic videos	$2,000
Design: Impact report	Impact Report overview	$3,500
Account Management	Monthly	$9,000
Bi-Annual Survey	Bi-Annual	$7,000
Website Updates	Ongoing content updates (does not include website comprehensive updates)	$10,000
Website SEO	Quarterly updates to website content; posting of newsletters, etc. and monthly blog post	$8,500
Video equipment	Supportive equipment to implementing video using iphones	$2,000
Advertising Budget	Print and select digital	$30,000
Billboard Advertising	Select seasonal campaigns	$25,000
Giveaways Budget	Items for promotional giveaway	$5,000
Printing Budget	Various printing items	$30,000
Annual Report Mailing Budget	Postage	$1,500
Social Media Advertising/Boosting	Advertising budget	$2,500
Photography	Original photography, headshots, etc. for use in all materials	$5,000
Special Event Budget	To support various community outreach efforts (events, etc.)	$20,000
Facilities Upgrades	Exterior upgrades	$100,000
TV advertising	May be used for cable, broadcast and OTT	$60,000
TOTAL HARD COSTS		**$410,500**

*This is a perfect world budget.

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12-MONTH TIMELINE

Includes extended outlook through 2021

July-August 2019

- Campaign concept & messaging development
- Campaign communications plan overview
- Campaign resources creation
- Video creation
- Email marketing setup
- Social media page setup

September 2019

- Provider/employee event
- National Recovery Month campaign (soft launch)

October-December 2019

- Formal launch in October
- Public relations
- Email marketing
- Social media
- SEO / blog content
- Advertising
- Initial campaign/end-of-year reporting
- National Substance Abuse Prevention Month

January-December 2020

- Public Relations
    - Children's Dental Heath Month campaign (February)
    - Alcohol Awareness Month (April)
    - Mental Health Month (May)
    - National Senior Health & Fitness Day campaign (May 27, 2020)
    - National Health Center Week campaign (August)
    - National Recovery Month campaign (September)
    - National Substance Abuse Prevention Month (October)
- Email marketing

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- Social media
- SEO / blog content
- Advertising
- End-of-year reporting

January-December 2021

- Public Relations
    - National Drug and Alcohol Facts Week (January 21 – 26, 2020)
    - Children's Dental Heath Month campaign (February)
    - Alcohol Awareness Month (April)
    - Mental Health Month (May)
    - National Senior Health & Fitness Day campaign (May 2021)
    - National Health Center Week campaign (August)
    - National Recovery Month campaign (September)
    - National Substance Abuse Prevention Month (October)
    -
- Email marketing
- Social media
- SEO / blog content
- Advertising
- End-of-year reporting
- Full (36-month) end-of-campaign reports

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Plan developed by Gavin™
Revised: Sept 5, 2019

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