

Integrated Marketing
Communications Plan

Sacred Heart

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Executive Summary

PeaceHealth is a nonprofit healthcare organization operating in Alaska, Oregon, and Washington that operates ten hospitals and a number of clinics and laboratories. In particular, this IMC will focus on Sacred Heart Medical Center (Sacred Heart for this plan's purpose) at Riverbend in Springfield, Oregon, which is part of PeaceHealth's system.

The **Situational Analysis** on Sacred Heart includes a description of the hospital's internal operations, assets, and comparative advantages, followed by the areas where the organization could improve in the central Lane County area where it operates. A SWOT analysis will examine the factors that affect Sacred Heart, including internal and external issues.

The **Segmentation and Targeting analysis** delineates the marketing audience that Sacred Heart should target to improve its marketing communications, or marcom.

The **Positioning Statement** describes Sacred Heart's reputation and role as a nonprofit medical facility and the community that it services in the Eugene, Springfield, and Lane County area.

The **Communication Objective** includes the objective of enhancing Sacred Heart's brand equity via its social media presence and patient engagement.

The **Media Plan** describes the audience, the media composition, and the objectives behind the use of social media for Peacehealth's marcom.

The **Creative Strategy** describes the suggested course of action, or tactics, which can be used to achieve the Communication Objective in an overall social media campaign.

- The **Target Persons** are those individuals who use Sacred Heart the most: females and males in the 18-34 range and the 55-64 and the 65+ age brackets.
- The **Creative Objective** is to make a hospital visit into a less intimidating, more normal experience for patients.
- The **Customer Promise** is message encompassing the message that the staff at Sacred Heart will provide top quality care while focusing on patient wellness. This message will be supported by media content that communicates the Customer Promise, such as video segments that explore the services that the hospital provides. The Brand Personality, as part of Sacred Heart's marcom, is the hospital's image, which is one that ideally makes a hospital visit into a less intimidating experience.
- This leads to the **Advertising Appeals**, which explores how the marcom could diffuse the anxiety and fear that patients feel when needing to visit a hospital.

The **Evaluation** will explore what it would take to achieve the objectives that have been set forth in this marcom strategy in relation to the social media campaign.

Situation Analysis

One of the largest challenges that Sacred Heart faces revolves around communicating health care information to the segmented market that the hospital faces, with a wide variety of patients representing many diverse services and situations. As a result, hospitals such as Sacred Heart have turned to technology to engage their patients with the health care information that they need through a patient portal such as *My PeaceHealth*. The issue that Sacred Heart faces is that only a fraction of patients (22% according to a poll¹) use such patient portals, which are health care-IT technologies that allow them to interact with their hospital information and services, even though most of them find such portals useful when they do use them.

Market Overview

The average length of stay at the hospital for patients is 4.7 days while the hospital itself had 24,692 in 2017, 139,042 outpatient clinic visits, 15,141 surgeries, 2,264 births, and 61,057 ED visits. Sacred Heart provides a wide variety of major medical services, from cancer care to a level II Trauma center.

In addition to Sacred Heart's operations in River Bend, the hospital is part of a Peacehealth organization that has facilities in Eugene in the University District, Cottage Grove, Springfield, and Peace Harbor. Sacred Heart has provided thousands of in-patient service days, clinic visits, surgeries, among other functions that serve to further local, state, and regional health care objectives.

Sacred Heart, with the objective of achieving health care goals, has cooperated with several organizations including United Way of Lane County, Lane County Public Health, and Trillium Plan and Peacehealth as part of an effort known as Live Healthy Lane

Corporate Profile

PeaceHealth Sacred Heart Medical Center at Riverbend

3333 Riverbend Drive

Springfield, OR 97477

(541) 222-7300

peacehealth.org/sacred-heart-riverbend/services

Total patient revenue: \$1,605,469,505

Employees: 3,839

Active medical staff: 1,895

Total staffed beds: 379

Type of facility: Health care facility

Inpatient admissions: 24,692

Sacred Heart was opened in 2008 and has become an important part of the Eugene-Springfield area as an employer and health care provider, having 379 beds, 3,839 employees, 1,895 of them active medical staff, making it the second largest employer in the area after the University of Oregon. The hospital provides behavioral health, emergency, health, infusion, gerontology, neurology, and rehab services to the Lane County region, which has over 355,000 residents, 64% of whom are adults aged 18-64, and 16% are seniors age 65+.

¹ <https://patientengagementhit.com/news/only-20-of-patients-use-ehr-access-to-make-medical-decisions>

SWOT Analysis

Strengths:

- Sacred Heart has a reputation for providing high quality, patient-centric care.
- A well-developed infrastructure: 379 beds, 3,839 employees, 1,895 of them active medical staff, making it the second largest employer in the area after the University of Oregon (UO).
- Heavy investment into its IT structure, which is integrated into Peacehealth's Electronic Health Integration (EHI) system.
- Provides modern patient care and treatment technology, such as the Gamma Knife Perfexion system, an advanced radiosurgical and radiation therapy services for brain cancer treatment. Communication wise, Sacred Heart has had a social media presence for the last decades since it began using Twitter in 2009.
- Provides a wide variety of major medical services, from ER to cancer treatment to a level II Trauma care.
- Known as being a green, environmentally minded facility.

Weaknesses:

- Sacred Heart has been targeted for lawsuits over malpractice and negligence, such as the \$1 million lawsuit filed by the parents of an infant who died in the hospital's care².
- Sacred Heart has had labor disputes in the past over hours and wages³.
- Hospital technology is expensive and requires constant, expensive upgrades.

Opportunities:

- Sacred Heart has an infrastructure that can support an increase of patients via a Medicaid or Medicare expansion.
- An expansion of Medicaid and Medicare coverage can provide new opportunities to reduce unpaid costs and increase overall community health and wellbeing.
- Future technological developments could lead to cost efficiencies in treatments and health care payments.
- Investment into the University of Oregon could benefit Sacred Heart in terms of personnel, investments, etc.

Threats:

- 43% of Lane County residents cannot afford basic household expenses while 23.1% of Eugene and 22.6% of Springfield and 18.3% of Lane County residents live below the Federal Poverty Level, indicating that many patients who visit Sacred Heart cannot afford to pay for treatments. This is why the hospital has had \$28,779,000 unpaid costs despite the expansion of Medicare (i.e., the Oregon Health Plan or OHP) in the state via the ACA since the hospital provides health services despite patient inability to pay for treatment.
- The repeal of the Affordable Care Act (ACA) could lead to increased unpaid patient costs as well as other health-care related unintended issues.
- Either the repeal of the ACA or the expansion of Medicare could affect the number of patients visiting the hospital.

² <https://www.registerguard.com/news/20190128/peacehealth-sued-after-baby-dies>

³ <https://www.thelundreport.org/content/peacehealth-labor-units-push-back-outsourcing-and-longer-hours>

Brand Equity Audit

Sacred Heart's brand is based on providing health care as a non-profit organization with core principles such as respect, stewardship, collaboration, and social justice⁴. In addition, it is known for collaborating with community organizations to achieve health care objectives via annual Community Health Needs Assessments, resulting in an organizational reputation as a facility that cares about both the individuals and the society in which they live.

The Brand Asset Valuator (BAV) is a metric of Sacred Heart's brand vitality (1, 2) and stature (3, 4):

1. **Differentiation:** The hospital provides different and unique services, performed by respected medical staff, which are not available at other area health care providers, creating distinction.
2. **Relevance:** Patients go to Sacred Heart on a regular basis for treatment, so the hospital becomes identified with their health, longevity, and recovery.
3. **Esteem:** Sacred Heart has received several awards, such as 2012 a Distinguished Hospital Award for Clinical Excellence from HealthGrades. Also, according to US News & World Report, Sacred Heart is ranked as the #8 hospital in Oregon and the #4 health care facility for adult procedures⁵. The hospital is also highly ranked by workers at indeed.com at 4 out of 5 stars⁶.
4. **Knowledge:** As the largest hospital in the area, Sacred Heart has a high brand profile.

Enhancing Brand Equity

Different approaches—the speak-for-itself approach, the message-driven approach, and the leveraging approach—can be used to identify strategies that Sacred Heart can use to maintain and improve its brand equity.

Due to area health care providers having a competitively high share of voice and with the high share of market that Sacred Health has due to its capabilities, it should elect to defend its position in the Eugene-Springfield health care market by engaging its patient and non-patient base.

This objective can be achieved is by (1) making a visit to Sacred Heart visit a more pleasant event and (2) making patient self-management of health care appointments and drug purchasing an easier, more efficient process. How? By leveraging already existing technology available.

Enhancing Equity by Having a Brand Speak for Itself

Hospitals possess great importance as places of healing, and the name "Sacred Heart" alludes to care focusing on both the soul ("Sacred") and the body ("Heart").

Enhancing Equity by Creating Appealing Messages

Residents often have a negative view of medical facilities that can act as impediments, making them less willing to address their health care. The objective is to change such negative perceptions via "feel good," positive enhancing message in addition to messaging that advertises "x, y, z" services.

For example, "Sacred Heart provides patient-centric wellness based on the core values of quality, safe, and spiritual care." Another example: "Health care simpler, live life easier."

⁴ <https://www.peacehealth.org/mission-vision-and-values>

⁵ <https://health.usnews.com/best-hospitals/area/or/peacehealth-sacred-heart-medical-center-at-riverbend-6920051>

⁶ <https://www.indeed.com/cmp/Sacred-Heart-Medical-Center/reviews>

Enhancing Equity via Leveraging

- **People:** Sacred Heart can enhance its brand by using local celebrities who would bring prestige to the brand, such as former UO Head Coach Chip Kelly.
- **Places:** The hospital can form positive responses by associating itself with the Willamette Valley, and the sometimes-unique communities within it, and the UO, which includes a large alumni body.
- **Other Brands:** Sacred Heart is part of the PeaceHealth system, so it can enhance its brand through this association that encompasses other health care providers. Furthermore, as a part of the local community, it can build upon relationships with brands such as the UO.
- **Things:** Use of Sacred Heart apps and websites to leverage technology for patient use.

Segmentation and Targeting

Sacred Heart's marcom strategy should include differentiated marketing based on the demographics of the hospital's Primary Service Area:

1. **Measurable:** Sacred Heart's Primary Service Area (PSA) breakdown⁷:

50.8%, adult females 49.2%, adult males	
Under 5: 5.1%	Adults 35-44: 14.2%
Under 18: 18.8%	Adults 45-54: 14.6%
Adults 18-24+: 16.3%	Adults 55-64: 17.3%
Adults 25-34: 15.5%	Adults 65+: 22.0%

2. **Substantial:** With over 369,000 residents in the Eugene-Springfield area, the health care market in Sacred Heart's area is sizable.
3. **Accessible:** The targeted segments are accessible via social media as well as the UO, senior citizen facilities, and other health care providers.
4. **Differentiable:** Sacred Heart has services that are not available at other area health care providers.
5. **Actionable:** Implementing the media strategy will not require a large budget, especially since social media is a low-cost solution compared to traditional media.

Positioning Statement

"Sacred Heart, the largest hospital in the Eugene-Springfield area region, provides modern, socially responsible, patient-centric wellness based on the core values of quality, safe, and spiritual care." This positioning statement is based on PeaceHealth's common values⁸ and PeaceHealth's core values⁹.

The **Point of Difference** characteristics that were considered when creating the positioning statement:

1. Desirability: Sacred Heart has caring, skilled staff and 21st century facilities.
2. Deliverability: Sacred heart has the technology, facilities, and staff to deliver high-quality care.
3. Differentiating: Sacred Heart can provide treatments offered by no other facility in the area, but it also includes a spiritual component to its care.

⁷ https://www.peacehealth.org/sites/default/files/new_folder_0/New%20folder/PeaceHealth-Sacred-Heart-RiverBend-Community-Profile.pdf

⁸ <https://www.peacehealth.org/statement-of-common-values>

⁹ <https://www.peacehealth.org/mission-vision-and-values>

Communication Objective

With Sacred Heart's primary patients being students in their late teens to early twenties and older residents in their fifties and older, Sacred Heart's positioning should focus on these two age groups via a cost-effective social media marcom. The communication's goal is to retain the trust of patients and area residents through an informative campaign advertising My PeaceHealth and MyCharts.

Sacred Heart's objective for this campaign should focus on making visits to Sacred Heart and other PeaceHealth locations easier, more inviting, and time efficient by taking advantage of the widespread use of technology. In this effort, Sacred Heart, as part of Peacehealth, has a system called My PeaceHealth¹⁰, providing patients the ability to communicate with their doctor, access test results, request prescription refills, and manage appointments¹¹ (see Figure 1), which they should promote to area residents, patients and non-patients alike, through a series of social media ads.



Figure 1 - MyPeaceHealth landing page.

MyPeaceHealth also links to PeaceHealth's MyChart app, available on the App Store and Google Play that allows patients to oversee their personal health monitoring among other features.

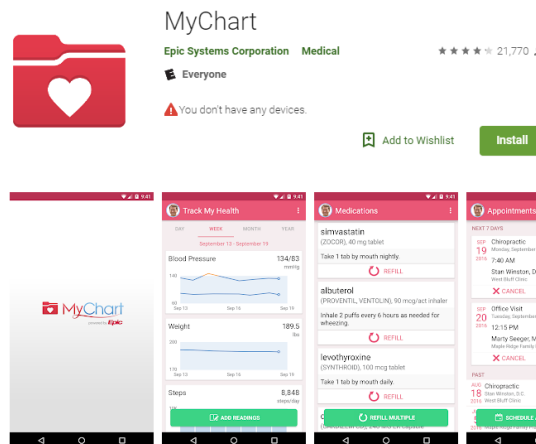


Figure 2 - MyChart for Android.

¹⁰ <https://my.peacehealth.org/MyPeaceHealth/>

¹¹ <https://www.peacehealth.org/mypeacehealth/Pages/faqs-my-peacehealth>

Media Plan

Online and mobile advertising via social media would be a cost-effective approach to achieve the objective, which is to widen raise awareness of and increase the use of My Peacehealth and MyChart app. This social media campaign will focus on advertising via Facebook and YouTube accounts using short-form text and video advertising. The shorter the better. To the point. Succinct. Some buzz creation may be ideal, but that may be difficult for hospital to accomplish for the right reasons.

Facebook:

- Post ads on Facebook groups promoting use of the My PeaceHealth website and MyChart app.
- The average Cost per Click (CPC) of US Facebook ads was \$1.33.¹²
- Younger Facebook user's CPC is less expensive than older users.
- Facebook advertising can target specific Facebook groups that could include segments.
- Sacred Heart already has a Facebook page: <https://www.facebook.com/PeaceHealthOregon/>

YouTube:

- Use YouTube ads that target (using "Placement") specific videos, such as ones related to the UO, the Eugene Country Fair, and other events related to the region.
- The average cost-per-view of Youtube video advertising is \$.10 to \$.30¹³.
- To reach every UO student, 22,760 in the Fall 2018 term, assuming an average cost of \$.20, it would cost a little over \$4,400.
- Peacehealth has a YouTube channel but Sacred Heart does not.
- Edit longer videos into shorter segments for advertising (ten second ads, for example.)

Creative Strategy

Per the undifferentiated marketing strategy, the creative strategy should use with content appropriate for the targeted segment, e.g., one ad for seniors, another for students, a third for all.

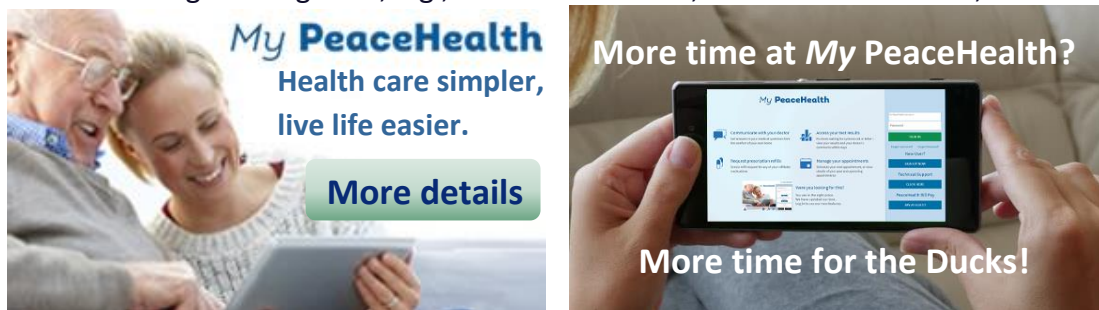


Figure 3 – Advertising samples

Target

Persons

Residents in their late teens to twenties, i.e., college students (18-34 age bracket representing undergrad and grad students, 31.8%) and older residents 55+ (39.3%) comprise 71.1% of Sacred Heart's patients and should be the largest targets of brand equity maintenance.

Creative Objective

The objective is to maintain Sacred Heart's brand by making residents more aware of its services, especially the apps and other IT-based patient services. Using creative ads, memes, short videos, while providing soundbites of information related to Sacred Heart and *My Peacehealth* and *MyChart*, would propel the marketing strategy forward. In today's word, consumers want fast information, and social media is designed for fast information exchanges, which is why health care is well suited for flash advertising campaigns. Viral ads could also prove useful for word of mouth advertising.

Customer Promise

Sacred Heart represents Peacehealth's mission, vision, and values, from a Catholic perspective. The core values represent respect, stewardship, collaboration, and social justice. This philosophy can be summed up as, "Every person receives safe, compassionate care. Every time, every touch," or relating to *My Peacehealth*, promising efficiency, "Your healthcare at your fingertips."

Support

Studies demonstrate the advantages of patient portals for health care provider-patient engagement¹⁴. Studies further show that the vast majority of patients¹⁵ find patient portals to be useful.

Brand Personality

Sacred Heart's brand personality as a hospital should be appropriate for the media and the subject, e.g., Sacred Heart's association with the UO or the reputation that it has among senior citizens.

Advertising Appeals

The ads should appeal to the intellectual side of patients who want to make their health care experience less confusing and their emotional side if they want to make it less anxiety inducing. Knowledge makes patients more comfortable, and *My PeaceHealth* can provide them with it.

Evaluation

For researching ROI, statistics and surveys should be conducted to determine the effectiveness of this campaign. The objectives of the survey would include determining if patients had seen the ads and if they had used *My PeaceHealth* and *MyChart* more often. On the front end for Facebook, Facebook's EdgeRank scoring , YouTube's metrics, and Google's Analytics could be used for monitoring. On the back end, doctors could be surveyed to see if their communication with patients changed. Did they email or text more? Did they receive less calls or office visits?

¹² <https://adespresso.com/blog/facebook-ads-cost/>

¹³ <https://influencermarketinghub.com/how-much-do-youtube-ads-cost/>

¹⁴ <https://patientengagementhit.com/news/over-half-of-health-pros-use-patient-engagement-technology>

¹⁵ <https://patientengagementhit.com/features/how-patient-portals-improve-patient-engagement>

