

## Social Media Strategic Plan

**Name:** Kristy Jacobson

**Organization:** Mayo Clinic Health System in Cannon Falls, Lake City, Red Wing and Wabasha, Minn., USA

**Name of Project/Initiative:** Phase 1: Women's health services – Obstetrics\*

**Executive Summary:** Women's health has been identified as a strategic marketing initiative at Mayo Clinic Health System in Cannon Falls, Lake City and Red Wing and Wabasha (River Corridor). A new obstetrics (OB) shared care model is being rolled out at these health system locations. The shared care model is an integrated health care model where pregnant women have the option to receive prenatal and postnatal care at the clinic closest to their home. Labor and delivery would take place at a birthing center of the patient's choice – either at Mayo or non-Mayo location. Mayo Clinic Health System's medical center in Red Wing offers birthing services at The Birthplace and is the preferred birthing center nearest to each of these cities. The BirthPlace has capacity and resources to accommodate additional births. With additional resources such as telemedicine – known as e-delivery – specialized physicians are able to provide advanced care when necessary.

The shared care model will also offer moms and newborns receiving care in the River Corridor expanded childbirth education and lactation support, and specialized OB/GYN care. Physicians, mid-levels, childbirth educators and lactation consultants will be available for mom and baby follow up care, helping us better meet the needs of our patients. They will see patients independently and also serve as an excellent specialty resource to share care with our primary care providers.

Implementing the shared care model across these Mayo Clinic Health System locations will give us an opportunity to look at Women's Health Services across the River Corridor as a whole. Currently, there are seven OB/GYN providers practicing in services for women of all ages in the River Corridor. In all, 19 providers (physicians certified nurse practitioners and certified nurse midwives) offer prenatal and postnatal care.

**Background/Situation Analysis:** Mayo Clinic Health System's locations in Cannon Falls, Lake City and Red Wing offer a broad spectrum of services for women of all ages. The organizations have promoted some of the services over time but not in recent years. The Red Wing site was affiliated with Fairview Health Services until July 1, 2012. The OB/GYN department underwent significant physician turnover prior to the time of Red Wing's acquisition by Mayo Clinic. The community developed a negative perception of the OB/GYN department. Patient volumes indicate the organization lost market share in labor and delivery.

Olmsted Medical Center (OMC) has a clinic in Cannon Falls and actively promotes OB/GYN services. OMC also provides outreach OB/GYN services to Family Physicians in Lake City, and the clinic also promotes services for women including prenatal and postnatal care advanced practice providers and family physicians. Near Wabasha, OMC and Winona Health promote women's health services. Allina Health's Regina Hospital in Hastings actively promotes birthing services and general women's care.

In February 2015, Mayo Clinic Health System in Lake City announced labor and delivery services will be discontinued in Lake City and Wabasha effective June 1, 2015. The decision was not made lightly or done in haste. The number of deliveries in both locations has been declining for many years. Data shows many women have been choosing to deliver mainly in Red Wing or Rochester in recent years. This trend limits staff opportunity to develop, practice and maintain our labor and delivery skills to ensure the birthing experience is safe and of the highest quality. In addition to that, the communities have aging demographics and women are having babies later in life thus increasing the risk for complications.

*Find guidance for completing this template by downloading the Strategic Social Media Planning Worksheet.*

A new OB shared care model was implemented across the River Corridor when labor and delivery transitioned June 1, 2015. This model offer patients several provider choices – family medicine, nurse midwife and OB/GYN. Patients who want to receive care from a family medicine physician or a nurse midwife can access prenatal and postnatal care from those providers locally.

OB/GYN specialists also began weekly outreach services in Cannon Falls, Lake City Wabasha. They see patients independently and also serve as an excellent specialty resource to our primary care providers.

The implementation of the shared care model offers an opportunity to position Mayo Clinic Health System as the provider of choice for women’s health services. A group of stakeholders including providers, nursing staff and Public Affairs staff from sites across the River Corridor determined promoting pregnancy services available across the River Corridor and birthing services in Red Wing should be the priority for marketing within the spectrum of women’s health services. Increasing GYN procedure volumes will follow in Phase 2.

***Strategic Issues: Defining Audience(s), Identifying Goal(s), Crafting Message(s)***

**Primary Business Goal for this project/initiative:** The primary business goal for this project is to increase market share for labor and delivery services and increase the number of prenatal and postnatal patients throughout the corridor. Additionally, we wish to achieve acceptance of Mayo Clinic Health System in Red Wing as the preferred birthing center. We also desire to expand geographic reach to Hastings, Rosemount, Lakeville and River Falls. The intended audience for this message is young adults (pre-children) and expectant mothers.

**Definition of Success for this project/initiative:** The definition of success for this project includes but is not limited to an increase in provider patient panels and an increase in volume of deliveries at The BirthPlace in Red Wing. Department leaders have set a patient volume goal of 276 births in 2014 to 300 births in 2015 (or 8.6% increase). A budgetary goal for 2016 has been set at a 30% increase in revenue generated by labor and delivery in Red Wing.

A secondary component of success is an increase in overall awareness of obstetrical services available in Cannon Falls, Lake City and Wabasha with an emphasis on increased demand for lactation support. Measuring the success short term success will need to be evaluated post the 9-week social media campaign. Long-term success will be evaluated in the next calendar year.

|  | Primary   | Secondary   | Other   |
|--|---|---|---|
| <b>Audience(s):</b>  | Prospective patients  | Family members, friends, and others who offer influence on the patient's decision for seeking obstetrical care  | Staff members in the River Corridor   |
| <b>Social Media Goal(s):</b><br>What do you want audiences to <i>understand</i> about this project/initiative and then <i>do</i> as a result of your social media efforts? | Mayo Clinic Health System's OB Shared Care Program is an integrated health care model. Patients will receive excellent prenatal care close to home and The BirthPlace provides safe and personalized care.  | High-quality women's health care is available locally at Mayo Clinic Health System. Free educational classes and resources are available and registration is easy.  | Mayo's OB/GYN and family medicine providers in the River Corridor have partnered to create an integrated women's health care model to better serve our patients. Obstetrical outreach is now available in Cannon Falls, Lake City and Wabasha. After watching the videos of TheBirthPlace in Red Wing, staff can confidently inform patients that they are in good hands when it's time for the baby to be delivered.   |
| <b>Message(s):</b><br>What are your key messages for each audience?  | <p>Your family medicine provider in partnership with obstetricians/gynecologists (OB/GYN) within Mayo Clinic Health System, work together to deliver the best care during your pregnancy, the baby's birth and follow-up care and lactation support.</p> <p>You can choose to receive prenatal and postpartum care from your family medicine provider, continuing to have easy access to the same provider before and after delivering your baby.</p> | <p>Grandmothers and grandfathers should know that there is a free class offered through Childbirth Education designed just for them. At this class they will learn about the newest and best methods to support mom and her new baby as well as information about visiting mom and baby at The BirthPlace in Red Wing.</p> <p>Additional classes for mom and baby (and baby's siblings) are also available and recommended.</p> | <p>Get to know the obstetrical and family medicine providers and what specific services they offer to patients. Our team of providers who participate in this model include:</p> <p><b>Profile videos:</b><br/>Jana Brand, nurse practitioner<br/><a href="https://youtu.be/r5ZzswgekWM">https://youtu.be/r5ZzswgekWM</a></p> <p>Seanna Thompson, M.D.<br/><a href="https://youtu.be/8DH4_ZRswxY">https://youtu.be/8DH4_ZRswxY</a></p> <p>Sharon Riester, nurse midwife<br/><a href="https://youtu.be/m5Udgvm0D5s">https://youtu.be/m5Udgvm0D5s</a></p> <p>Dennis Spano, M.D.<br/><a href="https://youtu.be/QRJWvOIGFVw">https://youtu.be/QRJWvOIGFVw</a></p> |

**Find guidance for completing this template by downloading the Strategic Social Media Planning Worksheet.**

|  |  |  |  |
|--|--|--|--|
|  | <p>The BirthPlace team takes the time to listen to you and answer questions about nutrition, baby care, infant massage, breast-feeding, car seat safety and much more.</p> <p>(Video playlist link found <a href="#">here</a>)</p> |  | <p>Randy Foss, M.D.<br/><a href="https://youtu.be/XMNFicG2kOY">https://youtu.be/XMNFicG2kOY</a></p> <p>Megan Johnston, M.D.<br/><a href="https://youtu.be/2dFDocx7Fq0">https://youtu.be/2dFDocx7Fq0</a></p> <p>Kathryn Gruenwald, M.D.<br/><a href="https://youtu.be/K-niS5UOKro">https://youtu.be/K-niS5UOKro</a></p> |
| <p><b>Defining Success:</b> How will you know your goals have been achieved?</p> | <p>Increased market share for delivery services and pre- and post-partum care.</p>   | <p>Increased attendance in childbirth education classes.</p> | <p>Increased awareness of OB shared care model and sites in the corridor that offer these services.</p>  |

***Tactical Issues: Choosing Social Media Tools***

| Tool<br>(Mark "NA" if not applicable) | Resources Needed<br>(Human/Financial)   | Timeline<br>for Launch                                  | Monitored<br>(How and By Whom)  | Measured<br>(How and By Whom)  |
|---------------------------------------|---|---|---|--|
| <p><b>Blog(s)</b></p>                 | <p>Selected providers will draft blog posts that correspond with their area of expertise. Public Affairs in River Corridor to help edit and format. No financial investment needed.</p> | <p>Preliminary posts scheduled for mid-late August.</p> | <p>Monitoring of the blog will be done by Mayo Clinic Health System's social media team, led by Jeremy Jensen, our digital communications manager. Team members include: Jeremy Jensen, Micah Dorfner, Jennifer Levisen, Jason Howland and Kristy Jacobson. Blog posts will be sent to Jeremy Jensen and Micah Dorfner.</p> | <p>Micah Dorfner and Jeremy Jensen will monitor views of individual blog posts.</p>        |
| <p><b>Facebook<br/>(Page)</b></p>     | <p>Part of regular content posting schedule.</p>  | <p>Link to video beginning week of Aug. 10 and</p>      | <p>Coordinated weekly posts will be scheduled by Jeremy Jensen and</p>  | <p>Jeremy Jensen and Jennifer Levisen will track engagement (likes, comments, shares).</p> |

***Find guidance for completing this template by downloading the Strategic Social Media Planning Worksheet.***

|                  |   |  |   |  |
|------------------|---|--|---|--|
|                  |   | will run each week through Oct. 5                                    | Jennifer Levisen. Both will monitor responses as well.                            |  |
| <b>Pinterest</b> | Pinterest board for Women’s health to be created using existing human resources.  | Week of Aug 10– Oct.5  | Pins and user engagement will be monitored by Kristy Jacobson.                    | Kristy Jacobson will track repins, favorites and impressions.  |
| <b>Twitter</b>   | Part of regular content posting schedule. No additional resources needed.   | Week of Aug. 10 – Oct. 5   | Content on Twitter is coordinated and monitored by Micah Dorfner.                 | Micah Dorfner will track engagement (retweets, comments, favorites) using existing tracking methods. |
| <b>YouTube</b>   | Financial resources have already been used to produce profile videos and The BirthPlace Videos. No additional resources needed. | Videos are already live on YouTube. No additional posting necessary. | YouTube is monitored by Jason Howland by tracking views of each individual video. | Jason Howland will measure views of videos during campaign period.                                   |
|                  |   |  |   |  |

**Budget:** Costs have already been incurred to produce the videos and have been paid by Public Affairs budget. Boosted posts will come from social media team’s budget. Boosted posts and promoted pins financial investment ≤ \$300.

**Measuring Overall Success: TBD**

**Conclusion:**

Three goals this social media strategic plan will accomplish include 1) Position the providers in the OB Shared Care Program as trusted experts in obstetrical care 2) Elevate awareness of obstetrical services now available in Cannon Falls, Lake City, Red Wing and Wabasha and motivate patients to choose Mayo Clinic Health System for prenatal, delivery and postnatal care 3) Increase market share for delivery services and pre- and post-partum care.

Key messages for patients to take away from this campaign consist of 1) Prenatal and postnatal care can be found as close as your local family medicine provider and specialized obstetrical care is here when you need it 2) The Birthplace is an ideal place when it’s time for your baby to be delivered 3) After birth, your care team is dedicated to supporting you and your newborn baby through safe and personalized care.

We want a patient’s family members to know that their loved one can receive excellent maternal care in the community of their choice. Also, there are educational resources on how to be a supportive grandparent and care giver available for free.

Staff members will feel familiar with and confident in managing up providers who participate in the OB Shared Care program. In order to provide the best care to our patients, this integrative model will enhance our ability to better meet patient needs.

\*Phase 2: Women's health services– Gynecology