

Strategic Planning for Social Media Template

Name: Tariq Azam

Organization: Mayo Clinic Internal Medicine Residency

Name of Project/Initiative:
Social Media for Recruitment

Executive Summary:

The Internal Medicine Residency program at the Mayo Clinic Rochester has a long and storied past, and has trained many leaders in a variety of fields in internal medicine. Though our program has many successes, one area we continue to work on is enhancing the diversity and gender balance of the program. Further, we are always trying to stay on the cutting edge of not just resident education, but also in the field of graduate medical education administration.

To this end, one portion of our multipronged approach is to enhance our social media presence. This will provide potential applicants and interviewees a glimpse into our program beyond the formal website and interview day. While we love Rochester and think it is a wonderful place to live, it is difficult to attract top talent to a place that is perceived as being rural, primarily Caucasian, and culturally primitive. Therefore, exemplifying parts of our program and city that are exciting and relevant through social media is a central part of this strategy.

Background/Situation Analysis:

Our percentage of under-represented minority residents and women residents has typically been below national averages. Multiple studies done in and outside of medicine have shown the benefits to team dynamics, patient care, and research diversity when institutions meaningfully focus on enhancing diversity. Beyond our current strategies of attending various conferences across the country, developing one-on-one relationships with promising medical students, and working with current residents, we need to ensure there are avenues of broad exposure to curious medical students. Further, we need to meet medical students where they are.

There is a paucity of literature on the use of social media for graduate medical education. These are generally limited to small survey projects, prone to recall bias. None have looked at key social media metrics (likes/engagement/shares/etc) nor have any looked at the influence of social media on matched residents.

Further, social media metrics and hard outcomes/endpoints have not been linked. There is no data on whether increased social media engagement/traffic, either globally or targeted, leads to more diverse residency classes, more accomplished residency classes, or decreased ranks to match (number of ranks needed to match an entire class). These are all key questions for the modern GME recruiter, and given the size and resources of our program, questions we are well poised to answer in the next 1-5 years.

Therefore, we have an opportunity to deploy a crafted social media strategy, track its success, and potentially share our findings with a national/international audience. This could then lead to the creation of best practices for residency programs.

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

Primary Business Goal for this project/initiative:

Our primary goal for this project is to increase social media engagement and end up with a more diverse, gender balanced residency class without compromising resident quality by demonstrating the positives of our program and of Rochester.

Definition of Success for this project/initiative:

Success will be defined as a 15% increase in engagement as defined by each social media platform on a year-over-year basis. In addition, we seek to achieve gender parity in our next residency class, as well as a 50% increase in URM make up of our class.

	Primary	Secondary	Other
Audience(s):	Medical Students	Current residents/faculty at top medical schools	Other GME programs
Social Media Goal(s): 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 IMRES is a top tier program with excellent opportunities for all trainees located in an increasingly diverse and culturally exciting location. Once our audience (medical students) recognize this, they will preference Mayo IMRES for residency application and interviews.	Current residents and faculty at our and other institutions are key players in influencing where medical students apply. By engaging them on social media, we hopefully can turn this into a downstream cascade effect by them recommending their students apply to Mayo.	We do not exist in isolation, and there is a lot to be learned from our colleagues at other institutions. Therefore, creating an open, engaging space to participate in is key sharing best practices.
Message(s): What are your key messages for each audience?	Mayo Internal Medicine provides an excellent environment for internal medicine training, bringing opportunities for clinical excellence, education, and research in the growing, vibrant city of Rochester Minnesota.	Mayo Internal Medicine Residency is a place where excellent students have the opportunities to excel and become leaders in their fields. Furthermore, having students come to Mayo can improve the reputation of a medical school.	By sharing best practices, we can improve all of our recruitment strategies and attract the most qualified applicants who match each programs culture.
Defining Success: How will you know your goals have	Increased engagement on social media, increased	Increased engagement on social media, increased applications for residency,	Sharing of best practices via social media, participation in discussion

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

been achieved?	applications for residency, gender parity in residency class and increased URM representation in residency class	gender parity in residency class and increased URM representation in residency class	on Twitter regularly
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Tactical Issues: Choosing Social Media Tools

Tool (Mark "NA" if not applicable)	Resources Needed (Human/Financial)	Timeline for Launch	Monitored (How and By Who)	Measured (How and By Who)
Blog	NA	NA	NA	NA
Facebook (Page)	Human – At least one CMR to manage Financial – None directly, no advertising.	Already started	Tariq monitors daily currently via native apps and Sprinklr. Tariq curates all content.	Monthly report from Sprinklr as well as analytics reviewed by Tariq weekly
Facebook (Group)	NA	NA	NA	NA
Instagram	Human – At least one CMR to manage Financial – None directly, no advertising.	Already started	Tariq monitors daily currently via native apps and Sprinklr. Tariq curates all content.	Monthly report from Sprinklr as well as analytics reviewed by Tariq weekly
Pinterest	NA	NA	NA	NA
Twitter	Human – At least one CMR to manage Financial – None directly, no advertising.	Already started	Tariq monitors daily currently via native apps and Sprinklr. Tariq curates all content.	Monthly report from Sprinklr as well as analytics reviewed by Tariq weekly
YouTube	NA	NA	NA	NA
Other	Reddit Human – One CMR to manage account and recruit folks (other CMRs and residents) for AMAs	Already started	Tariq monitors daily via native app. Tariq curates all content.	Native Reddit statistics reviewed by Tariq

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Budget: None needed – can consider additional funding for photo shoots if we can show some successes.

Measuring Overall Success: Will base on comparison of engagement metrics in a year over year manner, as well as applicant numbers, diversity, qualifications, and gender distribution. Finally, need to assess these same data points in our matched class, as well as our rank number.

Our overall goal with social media is to increase the diversity of our residency program in terms of percentages of women and URMs. Our specific goals with our current social media strategy is to have a consistent presence across Twitter, Facebook, and Instagram, as defined by at minimum 3 posts per week and have a growing following on all three platforms of 5% per month. We also aim for commensurate growth in engagement across all three platforms (5% increase per month). This strategy is to be sustained July 2018 – June 2019 (Tariq’s tenure) and re-evaluated at that time with the rising chiefs.

We will utilize Sprinklr and native application metrics to determine whether or not we have achieved our reach/engagement targets. In Q1 2019 we will re-evaluate our successes and make adjustments as needed.

Conclusion:

Overall, our social media strategy is a means to enhance our recruitment strategy that is already in place. With it, we will fill the ‘one to many’ communication that we are currently underperforming at. Our goal is to enhance the diversity of our residency classes, and this will be measured both directly through resident demographics and indirectly by social media engagement metrics.

For our target medical students, we will demonstrate that Rochester is an excellent place to live for young professionals given the wealth of social activities, restaurants, affordable living, and easy access to an international airport. For residents and faculty at other programs, we can show them our commitment to education, clinical excellence, and research, in order for them to recommend our program to their students. Finally, we will share best practices with other programs in effort to enhance our own strategy.

The biggest challenge we will face is continuity of investment as the Chief Resident role is only a one-year appointment. This will involve obtaining buy-in from each successive class.