August 18, 2017

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in a Marketing & Public Affairs Committee meeting at 10:00 A.M. on Wednesday, August 23, 2017 in the Executive Office Conference Room at the Kaweah Delta Medical Center Acequia Wing Executive Offices (305 Acequia, Visalia, CA).

All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 hours prior to meetings in the Kaweah Delta Medical Center, Mineral King Wing entry corridor between the Mineral King lobby and the Emergency Department waiting room {400 W. Mineral King Avenue}.

The disclosable public records related to agendas are available for public inspection at the Kaweah Delta Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 305 Acequia, Visalia, CA and on the Kaweah Delta Health Care District web page http://www.kaweahdelta.org.

KAWEAH DELTA HEALTH CARE DISTRICT
Lynn Havard Mirviss, Secretary/Treasurer

Cindy Moccio
Board Clerk, Executive Assistant to CEO

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KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS
MARKETING & PUBLIC AFFAIRS COMMITTEE

Wednesday, August 23, 2017
Kaweah Delta Medical Center – 400 West Mineral King Avenue
Acequia Wing – Executive Office Conference Room

ATTENDING: Directors: Carl Anderson (Chair) & Nevin House; Dena Cochran, VP of Development, Douglas Leeper, VP Chief Information Officer, Dru Quesnoy Director of Marketing and Public Relations, Christy Zillges, Social Media Editor, (via conference call) Josh Morgan, Sr., Vice President, Edelman, Steve Telliano, Executive Vice President, Edelman; and Cindy Moccio, Recording

OPEN MEETING – 10:00 AM

Call to order – Carl Anderson, Chair

Public / Medical Staff participation – Members of the public wishing to address the Committee concerning items not on the agenda and within the subject matter jurisdiction of the Committee may step forward and are requested to identify themselves at this time. Members of the public or the medical staff may comment on agenda items after the item has been discussed by the Committee but before a Committee recommendation is decided. In either case, each speaker will be allowed five minutes.

1. Community Advisory Committees, Ombudsman and Ambassadors - Discussion of Applications, Components and Scope of Ombudsman and Ambassadors - Dena Cochran, VP of Development

2. CEO Community Plan – Components, Timelines and Desired Outcomes – Dru Quesnoy, Director of Marketing and Public Relations

3. Community Engagement/Strategic Communications Marketing Plan for 2017-18 – Purpose, Objectives and Proposed Outcomes - Dru Quesnoy, Director of Marketing and Public Relations and Laura Florez-McCusker, Senior Public Relations Specialist

4. Social Media Report – Discussion of Social Media Activities – Christy Zillges, Social Media Editor

Adjourn – Carl Anderson, Chair

In compliance with the Americans with Disabilities Act, if you need special assistance to participate at this meeting, please contact the Board Clerk (559) 624-2330. Notification 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to the Kaweah Delta Health Care District Board of Directors meeting.

Wednesday, August 23, 2017 – Marketing & Public Affairs Committee
COMMUNITY ENGAGEMENT/STRATEGIC COMMUNICATIONS/MARKETING PLAN FOR 2017/2018

Overall Purpose and Objectives
In 2017-2018, the Kaweah Delta Health Care District Marketing & Public Relations Department is focused on engaging with the community to build better relationships with Kaweah Delta. Working together we can develop a vision for future healthcare needs of our area and plan for the hospital of the future.

To accomplish these goals the Marketing Department will use community engagement, strategic communications, and marketing. This work will include examining perceptions of Kaweah Delta, listening to thoughts about how Kaweah Delta can best meet the long-term healthcare needs of the region, and providing education about Kaweah Delta’s mission, purpose, and scope of services.

Community Engagement
Patients, families, staff, and community members are at the heart of everything we do, which is why it is extremely important for Kaweah Delta to strengthen relationships in the community. In order to accomplish this, the Marketing & Public Relations Department will activate a robust community engagement program to open two-way communication. This will be done using the following strategies:

- **Community Advisory Committees**: These committees will allow the District to engage with the community and solicit educated community input on important District matters.
- **KDHCD Ambassadors**: Kaweah Delta will reach out to new audiences throughout the community by sending ambassadors to conferences, workshops, and other events in the region to speak on meaningful topics. Topics will include health care as well as Kaweah Delta services and programs. The ambassadors will extend Kaweah Delta’s reach and impact among residents, and will increase use of Kaweah Delta facilities by residents.
- **Stakeholder Network**: Kaweah Delta will build a stakeholder network by identifying organizations and people who are a part of them to participate in discussions with a wide range of community audiences to benefit Kaweah Delta. To accomplish this, the Department will search for these individuals by engaging with third-party organizations such as local chambers, service clubs, churches, special districts, etc.

Strategic Communications
The Department will use strategic communications to accomplish a myriad of objectives including building trust among community members, providing education regarding Kaweah Delta’s mission, purpose and scope of services, and influencing the community to support Kaweah Delta objectives. This will be done using the following strategies:
• Strategic and Proactive Media Relations: The Department will tell Kaweah Delta stories through planned and coordinated efforts with media. These efforts will relate to larger organizational goals and will stem from a variety of avenues including major Kaweah Delta announcements, patient success stories, and stories about hospital staff and how they are serving the community.

• Media Partnerships: This will include efforts to regularly connect with members of the media and to provide them with information on Kaweah Delta happenings as well as opportunities for “insider access” to encourage them to tell Kaweah Delta stories more often.

• Planned Communication: The Department will strategically prepare communication plans to proactively handle Kaweah Delta issues, threats or events that could impact the community.

• Enhanced Digital/Social Program: The Department will use its established social media presence to increase communication and engagement with District residents by regularly updating the Kaweah Delta website, social media postings, blogs about issues of relevance to residents, and targeted electronic messages.

• Internal Communication & Employee Engagement: The Department will look for authentic opportunities to create two-way communication with employees and contracted medical staff. The Department acknowledges the importance of listening to employees and contracted medical staff, addressing their concerns, and engaging with these individuals. Such efforts will not only help strengthen the team and the District, but will help arm these individuals with the preferred messages the District hopes will be delivered to the larger community. The Department will continue with internal communication tools such as the District Daily, Communication Boards, Physician and Staff newsletters and will determine future strategies to strengthen internal communication and employee engagement.

Marketing
Kaweah Delta will use marketing to build preference for Kaweah Delta, to promote its service lines, and to grow market share in its primary and secondary service areas through advertising. To accomplish this goal the Department will utilize the following strategies:

• Promote key service lines which include but are not limited to: cardiovascular care, cancer, general surgery, orthopedics, obstetrics, NICU, the Lifestyle Center, Hospice, Graduate Medical Education, Home Health, and Specialty Health Centers and Clinics.

• Use, whenever possible, patients who have had positive experiences with Kaweah Delta staff, programs, and services as the subject of advertising to engage our community and tell the Kaweah Delta story.

• Use tools to create brand awareness including television, radio, billboards, bus ads, print ads, digital ads, search engine marketing, search engine optimization, integrated media relations, and social media marketing.

• Utilize customer relations marketing (CRM) to acquire new patients and retain former patients with information that is targeted to their health needs.
• Grow our community connection through health educational series and events such as Walk with a Doc.
• Use our website to drive interactions with patients and to provide them with robust health information as well as information about Kaweah Delta services. We will track these interactions and use this personal information to communicate with consumers through automated marketing strategies. These strategies include automated email campaigns, digital display advertisements, search engine optimization, search engine marketing and social media campaigns.

**Physician Relationships**

Physicians and physician staff are key players in growing Kaweah Delta’s market share. Our Physician Liaison works directly with doctors’ offices to build relationships and to educate them about Kaweah Delta services and how to utilize them. Our marketing focus is on building personal relationships with physicians and their staff members to build loyalty and to better understand their needs and their obstacles in accessing Kaweah Delta services.

Using the Crimson Market Advisory tool, we identify physician loyalists, outliers, and splitters in order to build better physician referral patterns for Kaweah Delta services. The tool also allows us to identify opportunities to strengthen our relationships with physicians and their referrals to the hospital. Our Physician Liaison then works with the identified physicians to determine any obstacles they may be experiencing that are impacting their referrals to Kaweah Delta.

• Recruitment: The Physician Liaison works closely with newly-contracted physicians to introduce them to referring physicians and the community.
• Retention: The Physician Liaison works closely with medical offices to make sure they are knowledgeable about Kaweah Delta services and are educated about how to engage with hospital services.

**Overall Measurement of Success**

• Increase in Kaweah Delta primary and secondary area market share across service lines.
• Improved perception of Kaweah Delta by consumers as the place to go for specialized health care.
• Increase in physician referrals as measured by Crimson data
• Achievement of two percent year-over-year gain in primary and secondary market share.
• Improved physician perception of Kaweah Delta as the provider of choice.