20/twenty STRATEGIC CONSULTANTS

Strategic Leadership Conference
Tuesday, October 4th, 2022

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LOUISVILLE, KY

Reconcile Consulting

Marketing Plan Development

20/twenty Strategic Leadership Conference
October 4, 2022

Speaker

- Richmond Simpson

  - 30 years experience

    - Big Brothers Big Sisters of Kentuckiana

    - Metro United Way

    - The Episcopal Church Home

    - The Healing Place

    - Humana

    - Anthem

    - AT&T

Agency Overview

- Full Service

- 37 Years in the business

- 20 Clients

- What makes Vimarc different?

  - Our People

  - Culture

  - We Listen

Non-profit Philosophy & Experience

- Invest in the cause

- Make the cause our own

- Understand staff and budget restrictions

- Spend must go beyond normal reach

UNDERSTANDING THE DETAILS

Business vs. Marketing Plan

Business Plan Objectives	Marketing Plan Objectives
Increase revenue streams	Increase share of voice
Create new community partnerships	Increase website traffic by XX%
Attract more donors	Increase online donors by XX%
Expand services	Increase response to direct mail by XX%
Increase giving	Increase volunteer registrations by XX%

Strategy vs. Tactic

- Strategy
  - Designation and how to get there
  - Should reflect your mission and core values
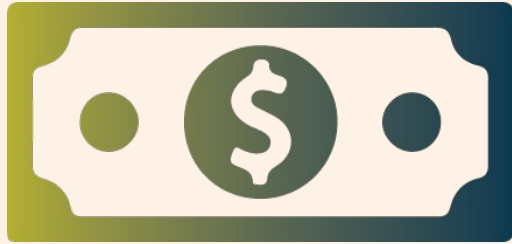
- Tactic
  - Specific actions you take to get there

Did You Know?

- Average U.S. donor age: 64 years old (making 2 charitable gifts per year)

- Female donors more likely to donate because of social media marketing; males more likely because of email

- On average, nonprofits post to Facebook and Twitter once per day; Instagram twice per week

Did You Know?

Vimarc

Average one-time gift

$82

Average monthly gift

$22

0.8%

Of website visitors
made a donation

For every 1,000
website visitors,
nonprofits raised

$612

STEP 1: DEVELOPING A CASE FOR SUPPORT

Situation Analysis

- SWOT

- Mission

- Culture

- Brand Promise

- Research

- Dynamics
  - Market
  - Product
  - Board
  - Environmental
  - Online

SWOT Analysis

S	**W**	**O**	**T**
STRENGTHS	**WEAKNESSES**	**OPPORTUNITIES**	**THREATS**
Mission	Board changes	Legislation	Aging donor base
Company culture	Limited budget	Community partnership	Competition
Staff			

Mission

- Mission, Vision, and Values should guide your priorities

- Elevator pitch to tell your story

- Positioning Statement

Define the Brand

- Who are our core customers?

- What do they love about us?

- What promise or personality does our brand always represent?

- What is important to the audience?

- What are you doing that no one else is?

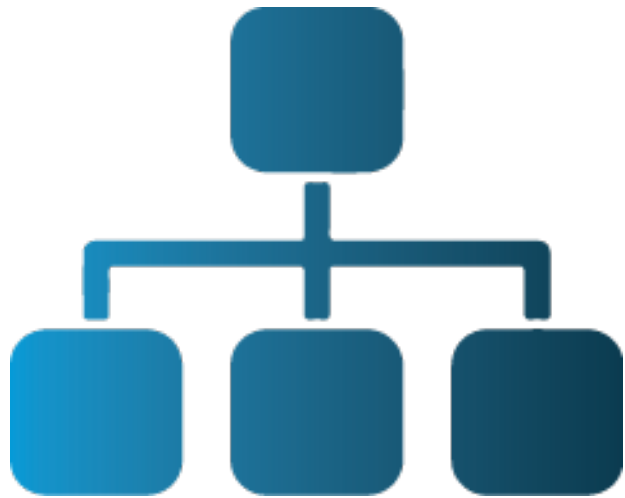- What does your organization do best?

Company Culture & Staff

- CEO personality

- Company culture/staff makeup

- Board governance

Competitive Analysis

- Same line of business

- Competing for donor share

- Study their offerings

  - Look at their promotions and how they present themselves

External Dynamics

- Market Dynamics

  - What is changing in the market?

- Environmental Dynamics

  - Legislative/governmental changes

Online Dynamics

- Analyzing the Data

    - Site Traffic

        - Page visits

    - Social media metrics

    - Email campaign metrics

    - Content generation and calendar

    - Ease of online donations

    - Use of influencers

    - Mobile optimization

STEP 2: DEFINING YOUR AUDIENCE

Stakeholders

- Client

- Donor

- Volunteers

- Board members

- Influencers

- Community

Buyer Personas

- Fictional representatives of your ideal customer based on:

    - Demographic data

    - Online behavior

    - Your educated speculation on motivation

Donor Segmentation

- In 2023, segmentation and personalization will become even more targeted
  - First-time donors
  - People likely to donate
  - Corporate donors
  - Previous high-level donors
  - Influencers
  - Size of gift

- Consider questions, hesitations, and motivations that trigger each segment and tailor CTA based on segmentation

Research
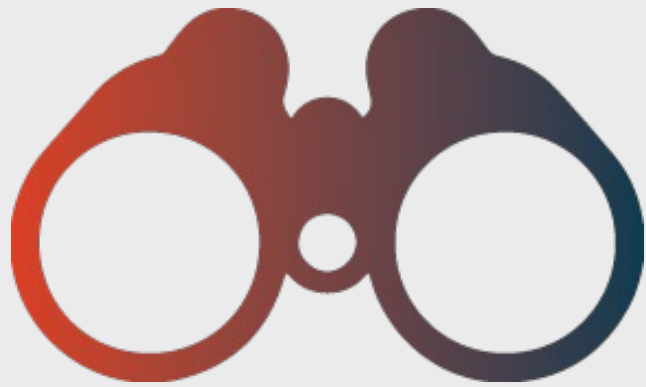
- Appending demographic and psychographic data

- Stakeholder surveys

- Stakeholder focus groups

- Stakeholder interviews

- Market segmentation analysis studies

- Stakeholder journey mapping

Generations of Donors

| Gen Z (9-24 years old) + Millennials (25-40 years old)	Gen X (41-57 years old)	Boomers (58-75 years old)
1 in 4 Gen Z donors prefer social media communication and 16% want text messages from nonprofits	Top vertical for this generation is Environmental and Wildlife	Most likely to donate to religious organizations
Both want at least monthly communication from nonprofits	#1 reason they may not donate is an outdated website	Prefer to donate by mail than any other channel
Gen Z prefers to donate via Facebook, social media, texting or mobile apps	Prefers to donate via Facebook, social media, and text messages or apps	Boomers (and Gen Xers) want quarterly or yearly communications instead of monthly or weekly
Top reason they may not donate is due to poor social media presence	Tax-deductibility is a major factor for decision to donate	They need to know where their money is being used – more than 40% stopped donating because they didn't think their $$ was being used strategically

SMART Objectives

- Specific

- Measurable

- Attainable

- Reasonable

- Timely

Marketing Objectives
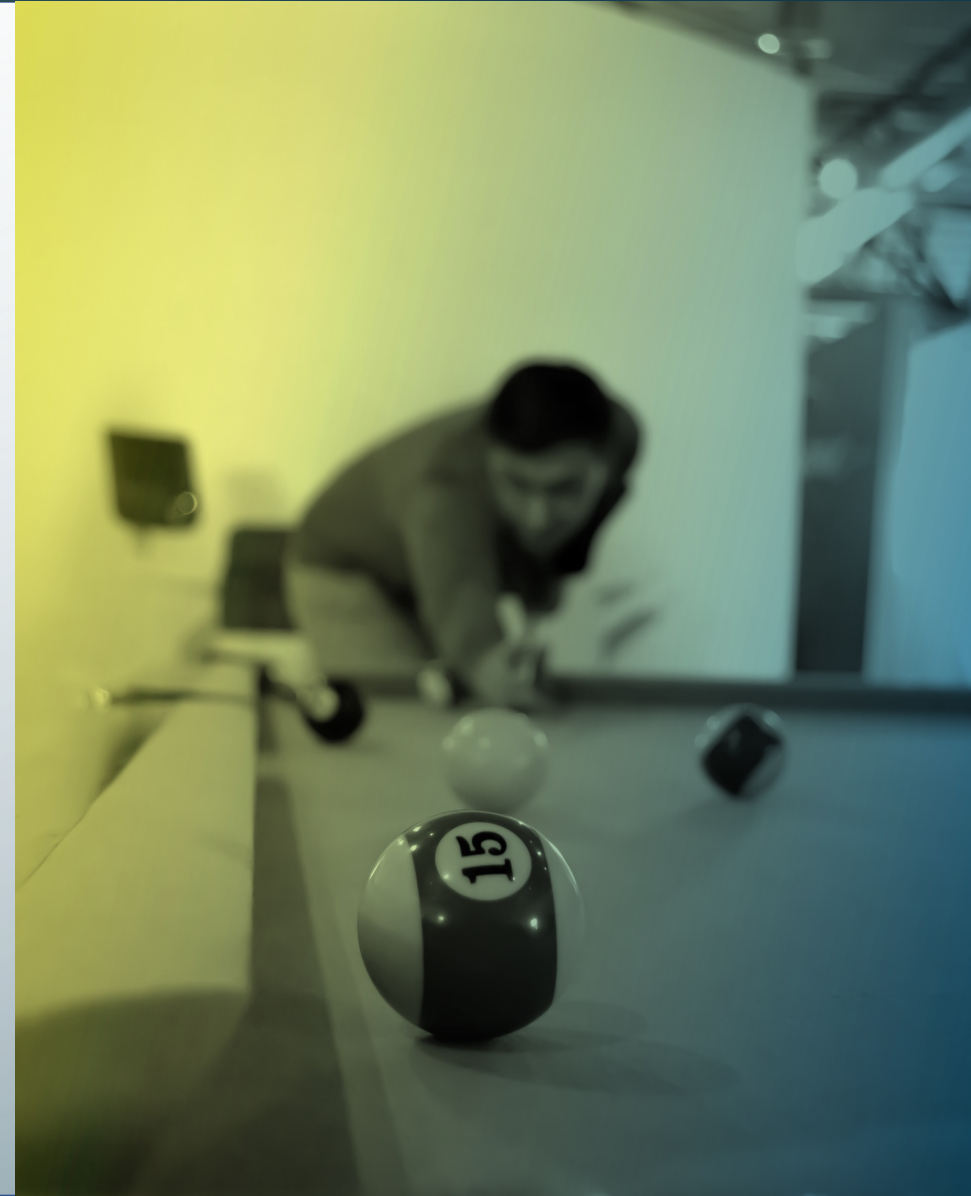
Owned Channels

- Increase site traffic by 20%
- Increase click-thru rate by 35%
- Generate 200 new contacts
- Increase visitor time spent on site
- Increase social followers
- Size of gifts

Paid Media

- Impressions
- Leads

Earned Media

- Generate $1 million of media value
- Decrease number of negative stories

STEP 4: DETERMINING A DEPLOYMENT PLAN

Brand vs. Campaign

- The campaign can change.

- The brand must stay consistent.

Messaging Matrix

Audience	Key Message 1	Key Message 2	Key Message 3	CTA
Customer				
Donor				
Volunteer				
Influencer				
Board				
Community				
Media				

Awareness vs. Conversion

- Awareness
  - Media partnerships
  - Earned media
  - Influencers
  - Online presence, discussion & engagement

- Conversion
  - Using paid media to drive people to donation forms or any other desired and tracked action

- 80/20 rule
  - 80% - engaging with your audience and providing insight
  - 20% - asking for contributions

Awareness vs. Conversion

- Awareness
  - Circulation/Reach
  - Engagement

- Conversion
  - Cost per Acquisition (CPA)

- Budget
  - Distribute budget based on tactics that will deliver the highest engagement AND lowest CPA

Content Generation

"All nonprofit professionals and volunteers need to start thinking of themselves as storytellers first…"

\- Julia Campbell

1. Get buy-in

2. Know that donors EXPECT stories

3. Understand that data alone is not enough

4. Make storytellers and story-collectors feel empowered

5. Open all get-togethers and events with a story

6. Provide hands-on training

7. Keep up the momentum

Plan Development – Sample Tactics

Owned Media
- Website optimization
- Social channels
  - Facebook/Instagram
  - LinkedIn

Earned Media
- Media relations

Paid Media
- Traditional
  - Print
  - Radio
  - OOH
  - TV

- Digital Media
  - Facebook
  - Instagram

Online Strategies

A Successful Campaign Is ENGAGING

Actionable	User-friendly	Trackable
Clear CTA to get donors to take the next step	Meet donors where they are online and make it easy to act	URLs and in-app donate buttons make CTAs more obvious and help with optimization

Online Strategies

- Use existing tools – take a look at dynamic campaign results

- Convert traditional media to new media wherever it makes sense

- Don't be afraid to test new tactics or approaches

- Stay in touch and top of mind year-round; having that familiarity and frequency is important

- Foster your community and prime them to act when needed

Defining Budget

- Budget should be 4 – 12% of revenues

- Determine by objectives

STEP 5: MEASURING AND OPTIMIZING

Marketing Objectives Measurement

- Number of people who attended events

- Number and value of media mentions

- Response by target audience from direct mail

- Calls or texts

- Site traffic

JENNIE STUART HEALTH

OVERVIEW

Overview

- 109-year-old health system in Hopkinsville, KY

- Development of three-year strategic growth plan in 2021 to address regional growth performance and cultural enhancements within five pillars
    - People
    - Service
    - Quality
    - Growth
    - Finance

Service Line Growth

1. Cancer Center/Oncology (A55+)
2. Orthopedics (45+)
3. OB-GYN (W18-54)
4. Dermatology (W25+)
5. Procedures – Vein (W50-70)
6. Procedures – Bariatric (W35-54)
7. ENT (A18+)
8. Emergency (A18+)
9. Primary Care (A18+)

Geographic Expansion

1. Logan County – OB-GYN
2. Caldwell County – Ortho
3. Todd County – Imaging and lab
4. Montgomery County, TN – Primary Care
5. Trigg County – Partnership expansion opportunities

SWOT ANALYSIS

SWOT

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S — STRENGTHS
- Culture
- Providers
- Investments in innovation

W — WEAKNESSES
- Lack of cardiology services
- Poor past reputation
- Lack of awareness

O — OPPORTUNITIES
- Expanded service line
- Geographic expansion

T — THREATS
- Competition from Nashville
- Hiring shortage

- Increased burnout and physical exhaustion – rethinking career options
  - Mental health crisis
  - Long hours
  - Extensive electronic medical record keeping
  - Regulations and processes
  - Drop in number of young nurses
    - 55% of RNs over the age of 50
    - 90% female

- Average RN turnover in 2021 = 27%

- Lead to early retirement and career shifting

Social Media Landscape

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Current snapshot of patient reviews and experience scores at surrounding hospitals taken from social media platforms. JSH is currently perceived as below or at parity with other area hospitals, with the exception of Tennova Clarksville, which ranks lower on two of the platforms.

County	Competitive Facilities	Beds	Distance		Number of FB Reviews	FB Average Rating	Number of Google Reviews	Google Average Rating	Healthgrades Patient Experience
Christian	Jennie Stuart Health	135	N/A		270	3.1	120	2.3	59%
Caldwell	Caldwell Medical Center	25	31 miles		16	3.8	28	3.0	N/A
Christian	Western State Hospital	160	3 miles		N/A	N/A	55	2.0	N/A
	Blanchfield Army Community Hospital	47	21 miles		N/A	N/A	414	2	N/A
	Cumberland Hall Hospital	97	10 miles		15	3.1	99	2.1	N/A
Hopkins	Deaconess Baptist Health	410	39 miles		N/A	N/A	78	3.4	66%
Logan	Logan Memorial	75	38 miles		59	3.1	42	2.2	69%
Montgomery (TN)	Tennova Clarksville	210	29 miles		89	2.2	1,534	3.3	47%
	Unity Psychiatric Care	26	29 miles		N/A	N/A	11	3.5	N/A
Muhlenberg	Owensboro Health	90	33 miles		N/A	N/A	23	3.0	72%
Trigg	Trigg County Hospital	25	20 miles		41	3.9	28	3.3	N/A

Source: Facebook, Google, Healthgrades.com

Competition

- Nashville health systems
- Tennova – Clarksville
- Deaconess – Madisonville
- Competitive advantages
  - Cardiology
  - Large brands/reputation
  - Mobile apps

Competition

Advertising in key competitors' service areas can be an effective way to steal market share. However, given the breadth of JSH service areas and service line support outlined in the objectives, keeping the current service area residents is a better use of budget. Once that objective is achieved, future campaigns aimed at the following areas may be utilized.

- TriStar Centennial Medical Center
    - Top Inpatient Origin Zip Codes: 37015, 37207, 37075
- Ascension St. Thomas Midtown
    - Top Inpatient Origin Zip Codes: 37207, 37208, 37218
- Vanderbilt University Medical Center
    - Top Inpatient Origin Zip Codes: 37211, 37027, 37013
- Nashville General Hospital
    - Top Inpatient Origin Zip Codes: 37208, 37203, 37207
- Tennova Clarksville
    - Top Inpatient Origin Zip Codes: 37042, 37043, 37040
- Deaconess Madisonville
    - Top Inpatient Origin Zip Codes: 42431, 42408, 42240

Source: American Hospital Directory (www.ahd.com)

Employee Recruitment – Competitive Facilities

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County	Competitive Facilities	Beds	Distance
Caldwell	Caldwell Medical Center	25	31 miles
Christian	Western State Hospital	160	3 miles
	Blanchfield Army Community Hospital	47	21 miles
	Cumberland Hall Hospital	97	10 miles
Hopkins	Deaconess Baptist Health	410	39 miles
Logan	Logan Memorial	75	38 miles
Montgomery (TN)	Tennova Clarksville	210	29 miles
	Unity Psychiatric Care	26	29 miles
Muhlenberg	Owensboro Health	90	33 miles
Trigg	Trigg County Hospital	25	20 miles
Additional Hospitals for Consideration			
Calloway	Murray-Calloway Co. Hospital	277	56 miles
Crittenden	Crittenden Community Hospital	48	52 miles
Daviess	Owensboro Health	352	81 miles
Henderson	Deaconess Henderson	118	74 miles
Livingston	Livingston Hospital	25	60 miles
Marshall	Marshall Co. Hospital	25	57 miles
McCracken	Baptist Paducah	277	75 miles
	Mercy Lourdes	306	76 miles
	CCU Western	37	75 miles

Additional Hospitals for Consideration (cont.)			
Ohio	Ohio Co. Family Care	25	70 miles
Union	Deaconess Gateway	25	87 miles
Warren	Medical Center of Bowling Green	316	66 miles
	Tri-Star Greenview Regional	118	66 miles
	Rivendell Behavioral	81	66 miles
Webster	Memorial Hospital – Dixon	TBD	57 miles
Massac (IL)	Massac Memorial	25	85 miles
Vanderburgh (IN)	Deaconess Midtown	549	84 miles
	Evansville State	168	84 miles
	Ascension	376	84 miles
Davidson (TN)	TriStar Centennial	743	74 miles
	Ascension Midtown	396	74 miles
	Nashville General	114	75 miles
	Vanderbilt	162	74 miles
Dickson (TN)	TriStar Horizon	109	62 miles
Houston (TN)	Houston County Community	25	50 miles
Robertson (TN)	TriStar Springfield	109	58 miles

Note: Other healthcare facilities, including urgent care and large PCP group locations, can be included.

Source: www.healthdata.org / More detailed chart available for review

Unique Selling Proposition

- Community
  - Family atmosphere
- Strong providers
- Commitment to growth
  - Technology and innovation
  - Investment in people
- Nonprofit
  - Patients over profit
- Service
  - Limited patient/care ratio

MARKETING OBJECTIVES

Objectives

- Marketing Objectives
  - Create brand preference for JSH
  - Increase revenue by supporting growth initiatives from strategic plan
    - Service line expansion
    - Geographic expansion
  - Increase employee retention and recruitment
- Barriers to Overcome
  - Lack of awareness
    - Brand/clarity of brand
    - Service offerings
  - Poor past reputation
  - Staffing challenges
  - Lack of cardio services

Target Audiences

- Primary
  - New Patients
  - Existing Patients
  - Potential Employees
  - Current Employees

- Secondary
  - Providers
  - Former patients

Target Audience – Health Outcomes

- The chart below summarizes key health rankings by county.

- Utilize to govern service line marketing support/weight

M (Male) / F (Female) denotes county falls within top 2 quintiles (top 20-40%) vs. national county rankings. Bold denotes falling within the top quintile (top 20%).

Health Factor / Mortality	Christian	Logan	Caldwell	Todd	Hopkins	Muhlenberg	Trigg	Mont. (TN)
Life Expectancy	**F**/M	**F**/M	**F**/M	**F**/M	**F**/M	**F**/M	F/M	F/M
Heart Disease	**F**/M	F	F/**M**	**F**/M	**F**/M	F/**M**	M	F
Stroke	F/M	**F**/M	F/**M**	**F**/M	**F**/M	**M**	F	**F**/**M**
Cancer (TBL)	**F**/M	**F**/M	**F**/M	**F**/M	**F**/M	**F**/M	**F**/M	**F**/M
Cancer (Breast)	F/**M**	F/M	**M**	F/M	**M**	M	F/M	F/**M**
Diabetes	**F**/M	F/M	**F**/M	F	F/M	**F**	**F**/M	F/M
Self-Harm		M	**M**	**F**	F/M	**F**/M	F/M	F/M
Mental/Substance	F	F/M	F/M	F/M	**F**/M	F/**M**	F/M	F
Cirrhosis/Chronic Liver	**F**/M	**F**/M	F/M		**F**/M	**F**/M	F	**F**/M
Smoking	**F**/M	**F**/M	**F**/M	**F**/M	**F**/M	**F**/M	**F**/M	
Obesity	F/**M**	F/M	F/M	**F**/M	F/M	F/M	**M**	x
Physical Activity Prevalence	F/M	**F**/M	F	**F**/M	F/**M**	**F**/M	F/**M**	**F**/M

Source: www.healthdata.org / More detailed chart available for review

Service Line Dynamics

- Dermatology
  - All services under one roof
    - Aesthetics
  - Women's Health
    - High satisfaction levels
  - Orthopedics
    - ROSA Robot
      - Outpatient – saves time in hospital

- Bariatric
  - Comprehensive program
- ENT
  - Promote new provider and key differentiator (Inspire)
  - Consider seasonality of specialty

- Cancer
  - Major infrastructure investment in technology and atmosphere

Market Dynamics

County	Objective	Population	Households	Median Income	Employment Rate
Caldwell	Develop primary/specialty care and promote orthopedics	12,600	5,200	$48,200	52.3%
Christian	Build brand and promote expansion of service lines	73,000	26,000	$44,300	43.5%
Hopkins	Explore Deaconess Health partnership and promote geographic expansion	45,400	18,600	$47,000	51.8%
Logan	Promote OB-GYN/women's health	27,400	10,500	$49,000	54.4%
Muhlenberg	Explore Deaconess Health partnership and promote geographic expansion	31,000	11,600	$46,000	47.8%
Todd	Grow family health services and promote imaging and labs	12,200	4,600	$47,300	52.5%
Trigg	Primary Care expansion	14,000	5,900	$51,000	50.4%
Montgomery, TN	Promote Primary Care	220,000	74,600	$60,900	55.2%

Source: data.census.gov

STRATEGIC APPROACH

Target Audiences

- Develop and execute strategic approach targeting primary audience of new and existing patients as well as current and potential employees

- Secondarily, messaging should target providers as well as former patients
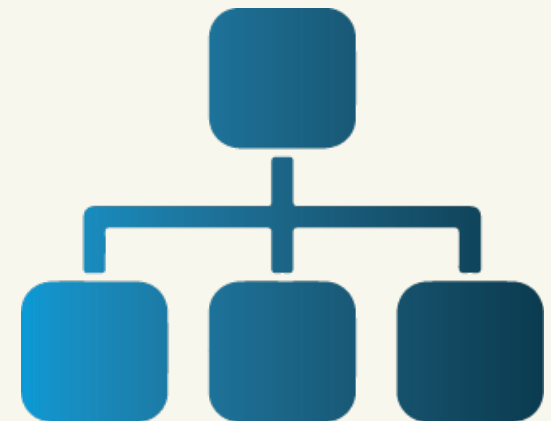
Message Development

- Develop a strong creative campaign under which all communications will live

- Position JSH as a thought leader

- Leverage the community you have built

- Build messages based on consumer value for each service line

- Develop messaging to attract new talent

- Utilize testimonials to build credibility for both employment and patient marketing

Message Deployment

- Utilize public relations efforts to build reputation and trust
- Leverage all your owned media channels with consistent messaging
- Utilize digital media to target specific markets and audiences: potential employees, patients, service line and geography
- Overlay brand messaging with product messaging based on geographic landscape (by county)

Develop and execute an omnichannel media approach, utilizing the most relevant traditional and digital platforms to drive new patients. Target audiences tailored by service line/messaging.

Focus on the following service lines (in order of priority):

1. Orthopedics – ROSA Robot (include Caldwell County geo expansion)
2. Women's Health (include OB-GYN in Logan County geo expansion)
3. Cancer Center/Oncology (Primary/Secondary service area)
4. Procedures (Primary/Secondary service area)
5. Vein
6. Bariatric
7. ENT (Primary/Secondary service area)
8. Dermatology (Primary/Secondary service area)
9. ED (Primary/Secondary service area)

- Additionally, include Geo expansion support for:
  - Todd County, KY – Imaging and Lab
  - Montgomery County, TN – Primary Care
- Target potential employees via relevant digital platforms. Ads to link to JSH careers page/job postings
- Target existing patients primarily via relevant digital platforms, such as email, social and display retargeting, and IP targeting (HIPAA compliance review still necessary). Also utilize mail where appropriate/available.

TACTICS

Campaign Development

- Develop overarching creative campaign that allows for tailored messaging to support both geographic and service line expansion as well as employee recruitment
  - Objectives, target audience, and timing should be considered when assigning appropriate messaging by tactic throughout the duration of the campaign

Owned Media/Assets

- Website
  - Refresh with new campaign design and messaging
  - Perform an audit to ensure functionality is appropriate for all audiences
- Content
  - Blog – generate monthly content that can be redistributed on all platforms
- Social Media
  - Update all company platforms with relevant details on growth and technology innovations
  - Share details on potential employment opportunities
- Email
  - Develop a series of emails designed to promote content to specific target audiences
- Mobile App
  - Develop and launch mobile app designed to enhance patient experience
- Onsite Signage
  - Utilize existing real estate at facilities to market new services available to existing patients as well as messaging to current employees

Paid Digital Media

Patient Prospecting

- SEM: Google, Bing, Yahoo!
  - Search ads allow us to intersect with potential patients who are actively seeking info on JSH
    - Building relevant ad groups and keywords that increase your click-thru rate and landing page relevancy scores are vital to improving your search campaigns
      - Search drives 3x more visitors to hospital sites compared to non-search
      - 44% of patients who research hospitals on a mobile device to schedule an appointment
      - 94% of healthcare patients use online reviews to evaluate providers
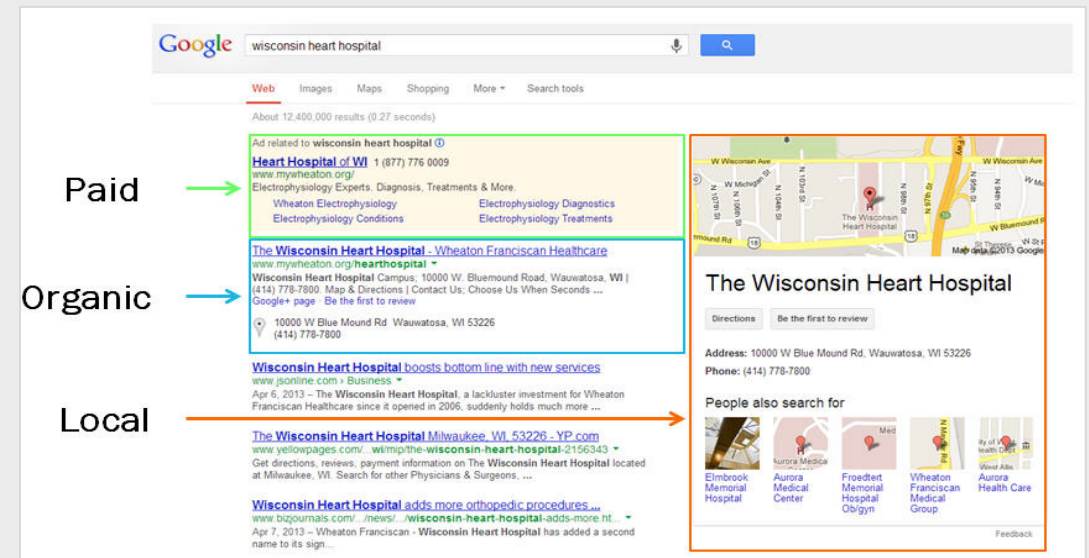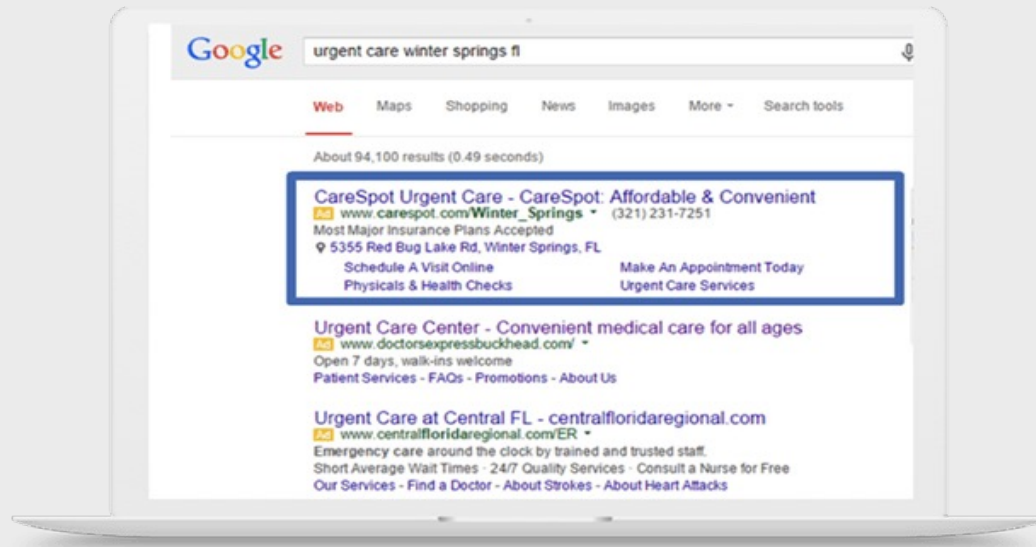
Patient Prospecting (cont.)

- Facebook/Instagram Instant Experience Ads
  - Social media ads allow us to reach users who display relevant healthcare behaviors, as well as target in key geographic areas of focus.
  - Instant Experience is a mobile-only ad unit which, once clicked, opens into a full-screen interactive feature for users to explore and engage with. The experience would be approached as a digital "brochure" detailing all the various service offerings and programs.
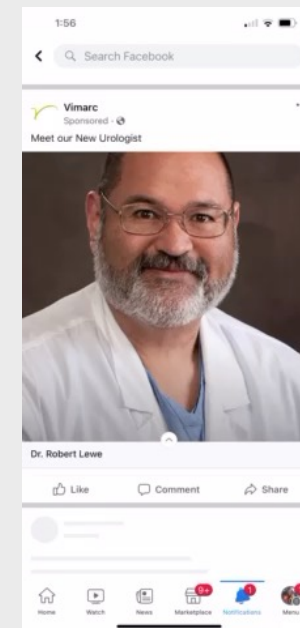
Patient Prospecting (cont.)

- Web/Mobile Google Display and Video Ads
    - Programmatic ads allow us to reach the right person at the right time with the right message. We can intersect previous website visitors and retarget them with the option to connect directly with online resources.
        - With Google's Display Network/YouTube, Vimarc will serve ads to retargeted users on their favorite websites, in their Gmail accounts, and within apps on their mobile phones.
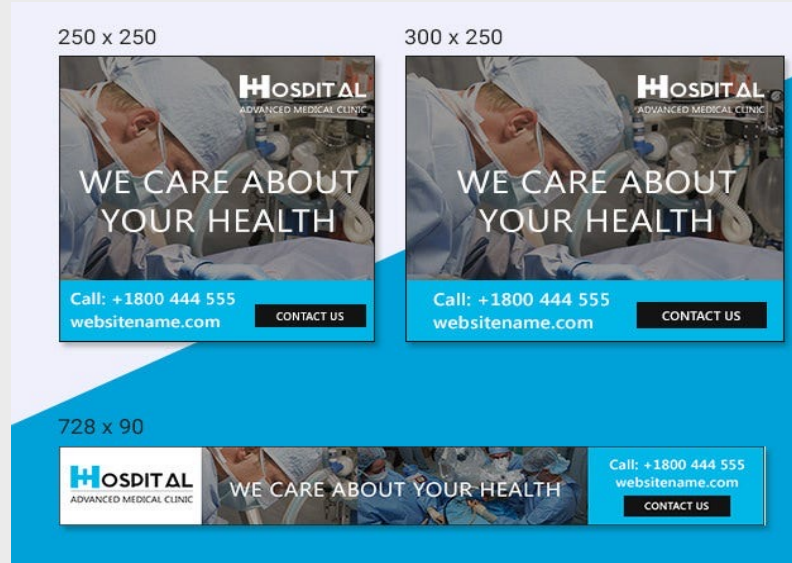
Patient Prospecting (cont.)

- Connected TV
    - CTV allows advertisers to use the power of a TV message, but with precise audience persona targeting and optimization, as well as much tighter geographies. Commercials are served across various platforms within existing TV programming.
        - This tactic will allow us to serve video ads with greater user behavior and performance metrics vs. broad demographics (i.e., Women, Age 25-54).
        - CTV also allows us more granular geo-targeting, eliminating the potential waste that comes with linear cable TV zones and Spot TV.

Connected TV Devices

Roku TV   tv
firetv   chromecast
PlayStation   XBOX
SMART TV   androidtv

Over the top media

NETFLIX   PlayStation Vue   tubi
YouTube TV   hulu   SHOWTIME
HBO NOW   sling   PLUTO TV
Disney+   fubo TV   prime video
MOVIES & TV VUDU   vimeo   FX+
ESPN   COMEDY CENTRAL   Discovery

Patient Prospecting (cont.)

- Digital Audio Ads
  - As online audio options continue to grow in popularity, this platform helps us increase reach to those targeted listeners who no longer utilize terrestrial radio to a great degree. It can also be geo-targeted into the areas of focus.
    - This tactic will allow us to serve digital audio ads to targeted individuals across the internet's top music and podcast streaming platforms.
    - Audio advertising allows targeting messaging to tighter geographies of focus, unlike traditional radio, which reaches broader demographics across larger geographies.
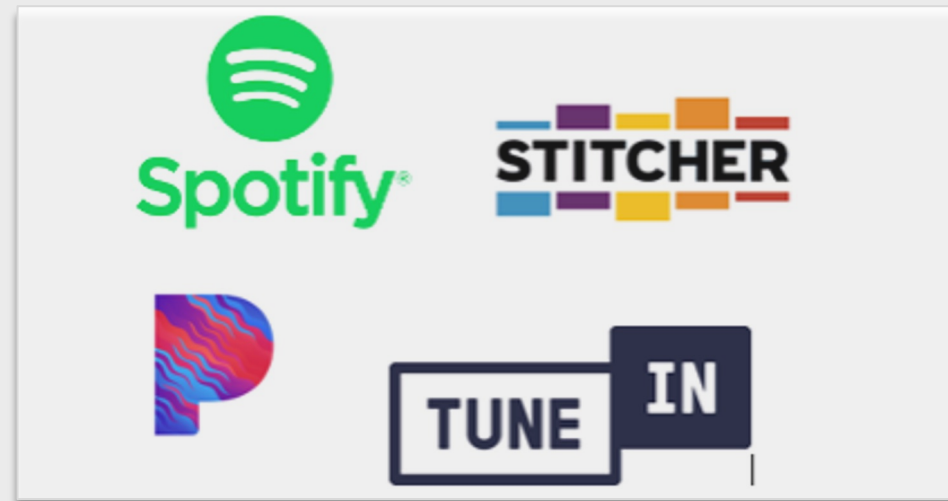
Employee Recruitment

- Social Mirroring
  - Serve existing social media posts via programmatic display/video methods, including existing links.
    - Extends reach outside of existing social connections but uses the existing creative/messaging.

- B2B Digital Display
  - By cross-referencing offline and online data, digital ads are served to user devices of specific job titles (i.e., nurses, doctors, etc.) with specific messaging (i.e., BSN job opening to existing nurses, etc.) in specific geographies (zip codes, counties, etc.) and even specific healthcare facilities.
    - Various ad types (display, video, and audio) can be utilized
    - As minimums apply, geographies will need to be extended (Nashville, Evansville, Bowling Green, etc.)
    - Healthcare facilities list provided in addendum

- IP Targeting
  - Capture mobile device IDs in physical locations, then retarget them at home using the IP address connected to these devices. Minimums apply depending on scope of campaign.
    - Target competitive healthcare facilities in surrounding areas/counties, applying a "times seen" filter that narrows the impressions to likely employees of each appropriate facility
    - If 1st-party address list is available, this can be used to serve digital ads at homes (approximate 70% match)
    - Display, Video and Native ad types are available

Brand Awareness

- Radio
  - This medium is typically an efficient option to drive promotional awareness to a captive audience. It provides broad reach and can build frequency quickly.
    - Radio is best used when needing to reach a broad target audience across relatively large geographies. Below are some coverage map examples of the local area. Examples below: WHOP-FM (Soft AC), WHVO-AM (Oldies), WKDZ-FM (Rock)
    - These stations do primarily cover the JSH service area, and beyond with distant and fringe reach.
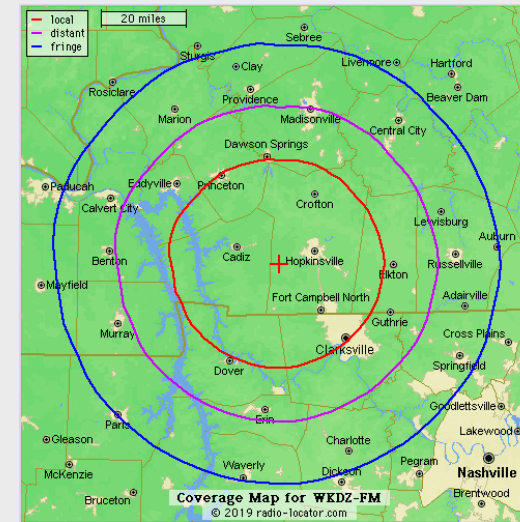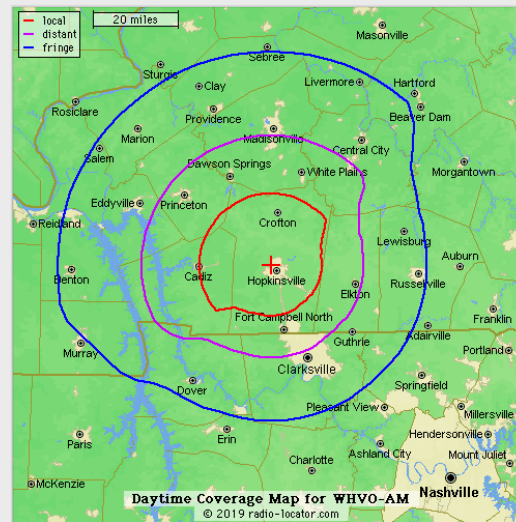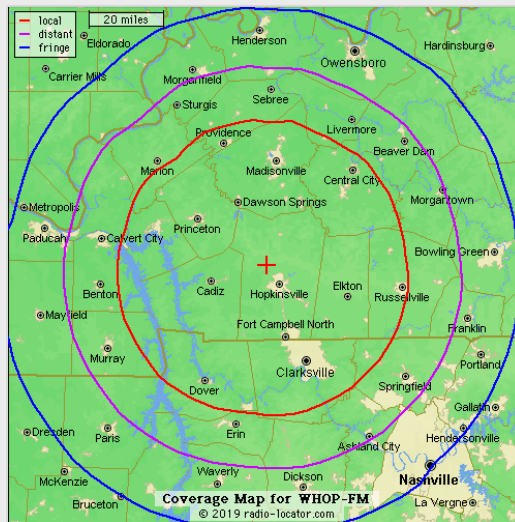
Patient Prospecting

- Print

  - Newspaper is an effective option for reaching an older demographic in the local communities. This medium allows for a detailed message to be communicated by using larger ad formats.

    - Ad types include on-page advertising (ROP) and inserts (FSI)

    - We recommend FSIs over ROP due to significant cost efficiency, better quality visual representation, as well as higher likelihood that readers will keep the messaging for later action.

    - Publications of focus:

      - Christian County, KY: Hopkinsville KY New Era
      - Logan County, KY: Russellville News Democrat & Leader
      - Caldwell County, KY: Princeton Times Leader, Dawson Springs Progress
      - Todd County, KY: Todd County Standard
      - Montgomery County, TN: Clarksville Leaf Chronicle
      - Trigg County, KY: Cadiz Record
      - Hopkins County, KY: Madisonville Messenger
      - Muhlenberg County, KY: Central City Leader News

Patient Prospecting (cont.)

- Outdoor
  - OOH advertising drives highly efficient impressions to a broad audience, creating top-of-mind awareness. Recommended for broader target service lines, such as ENT and PCP messaging.
    Ad types include on-page advertising (ROP) and inserts (FSI)
    - Billboards (bulletins and posters, both static and digital)
      - Signage on both highways and surface streets
      - Locations are ranked using quantitative and qualitative factors
      - Current availabilities have been pulled and ranked – Billboard Avails Map
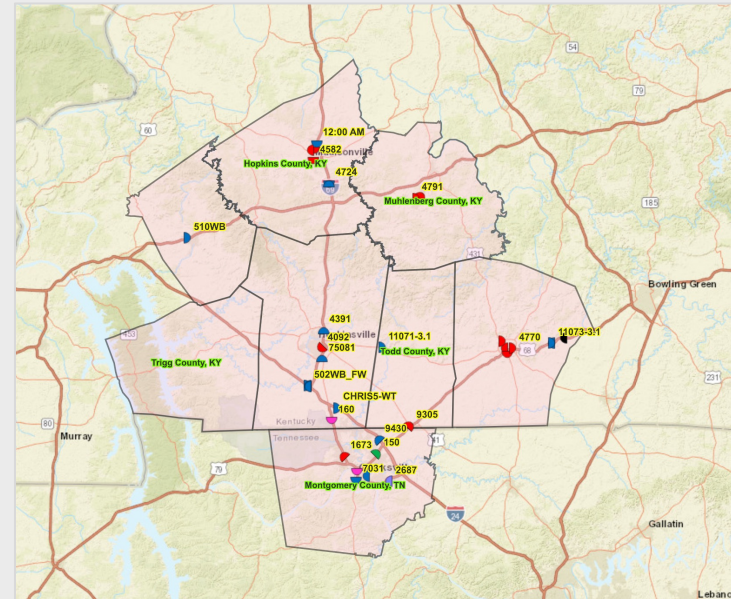
- Develop a series of press releases to announce relevant topics related to various initiatives. Topics may include:
  - Creative campaign objectives and messaging details
  - Relevant hiring opportunities, such as job fairs
  - Mobile app launch
  - Website enhancements
  - Announcements on new service lines, geography expansions and new provider partnerships

- Host press events to announce infrastructure enhancements/community investments