

# Unified storytelling

June 2019

Created by Kelby Johnson

“What unites people? Armies? Gold?  
Flags? Stories?

There’s nothing more powerful in the  
world than a good story. Nothing can  
stop it. No enemy can defeat it.

And who has a better story than  
[PSJH]? Who’s better to lead us into  
the future?”

- *Tyrion Lannister, GoT*



# Value of storytelling

## What is it?

“...the cohesive narrative that weaves together the facts and emotions that your brand evokes” - Forbes

## Why does it matter?

- Helps cut through the noise by making the brand thoughtful, memorable and real
- Stories are 22x more memorable than facts
- Effective at bringing the mission to life in ways that resonate with humans
- Gets employees involved

## Why is it the best approach?

- Stories are relatable
- They are driven by emotion & empathy
- Gives consumers a reason to believe
- Moves the brand from campaigns to conversations
- Activates and engages employees

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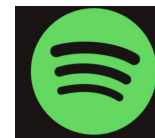
## Sample brands doing it well



Story: Better is in us



Story: Today at Apple



Story: How students listen



Story: Build together

# What to expect

Setup + context  
(Slides 6-13)

Time est: 10 mins

Content vision  
(Slides 15-20)

Time est: 15 mins

Strategy + tactics  
(Slides 22-33)

Time est: 20 mins

Metrics  
(Slide 35)

Time est: 5 mins

Logistics  
(Slides 37-40)

Time est: 10 mins

Total time commitment: 60 mins

# Methodology

Over the past 3 months, I have done the following to arrive at the proposed strategy herein:

- Conducted 1:1 interviews with every regional marketing leader
- Collaborated with social, PR and national comms leaders
- Talked to external experts (such as Gartner) to learn best practices
- Conducted online research to identify trends and tactics to help us tell better brand stories

Let's set some context

# We're evolving our content game...

This evolution will pull through the best practices learned from 2016-17, while adding the strategic layer to support evolved organizational priorities

From



To



# ...alongside an evolving content landscape

Google algorithms reward YMYL/E-A-T web content

Atomized content improves indexing and scales ROI

AI/ML insights form the backbone of personalized experiences

Value drives comfort which drives 360 consumer view

Video (esp. live) and visual content is king

Topic cluster investments help consumers and Google ranking

Branded content experiences trump marketing objectives

3s and 6s is all we have (with some exceptions)

Identity is the new cookie

Interactive web assets (quizzes, surveys, stats) wow consumers

Influencer marketing becomes top acquisition method



# We have a lot of opportunity to improve



Blogs



Websites



Social



Email

- Website traffic to Swedish and Oregon up an average of 14%
- Traffic to Cali and WA down an average of 24%
- Traffic to Swedish blog up 162%
- Traffic to TYH blog up 247%; conversions up 101%

Time frame: Q119 vs. Q118

- SOV is >60% behind key competitors (e.g. Haven)
- Social accounts less than 5% of blog/web traffic
- Less than 1% engagement rate across channels
- Subscriptions are 90% behind key competitors

Time frame: Q119

- TYH CTOR up 1%
- Swedish CTOR down 2%
- Condition emails CTOR 5%
- SMS clicks 4%

Time frame: Q119 vs. Q118

***Imagine what we could achieve if we had a cohesive story across channels and teams!***

# We have a lot of content being produced...

Marketing	DiG Strategy	Palliative Care	Social/Influencer	Communications
<p><b>20</b> articles for blog and newsletter per month</p>	<p>Average <b>4-6</b> articles, videos or podcasts per month</p>	<p><b>10</b> end-of-life planning videos for the year</p>	<p><b>100s</b> of social posts across Facebook, Twitter, Instagram and LinkedIn</p> <p>Average <b>8</b> influencer assets per month</p> <p><b>52</b> week “air cover” program (weekly content)</p>	<p>Average of <b>2-3</b> national stories per month</p> <p>Average of <b>2</b> local stories per month</p> <p>Average of <b>8</b> internal newsletters per month</p>

...we just need to get smart about our reuse strategy

# We've identified solutions to our challenges

## Challenges

## Solutions

Editorial

- The brand – at all levels – lacks cohesion and relevancy
- Content is trapped siloed channels
- Investments lack North Star as guiding principles



- Align around a natural, relatable and aspirational brand story
- Get smart about a reuse and atomization strategy
- Create content experiences around North Stars

Web Content

- Web content is cold and lacks empathy
- Page descriptors are inwardly-focused
- Unfocused CTAs confuse consumers and impede action



- Infuse web content with organizational values
- Write copy that evokes feeling and trust
- Hone in on a primary CTA per page; deprioritize secondary/additive content

Campaigns

- Campaign process is incomplete
- Campaign concepts are too narrowly cast to a specific region; impedes ROI
- Lack of clarity on who does what



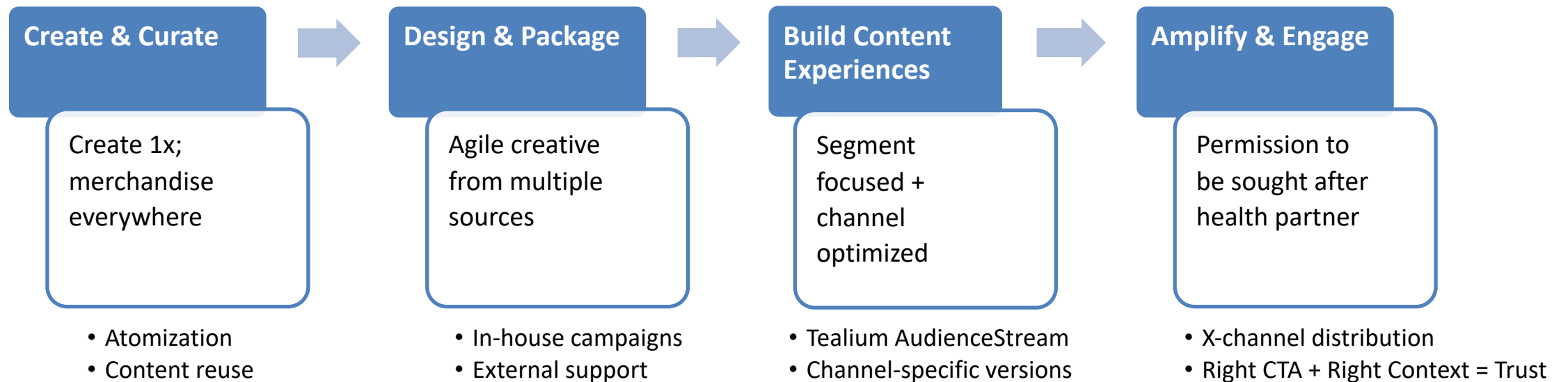
- Optimize process for x-team requirements
- ID opportunities & build content assets that scale across regions
- Socialize & gain buy-in for content RACI

# We need a focused strategy

Our stories and the texture of our brand will be brought to life by 3 work streams

Work stream	Outlets	Goal
1. Editorial planning, x-channel distribution and content atomization	Blogs, newsletters, social, PR, campaigns	TOFU->MOFU
2. Website content strategy	Web pages	Digital transactions
3. Campaign content strategy & experimentation	Web pages, blogs, email, social, ads, logged-in state	EBIDA + Digital transactions

# We know how things should work



Optimizing around a consistent operational model will ensure we're investing in the right strategy for the consumer and the business

# But we have to **change** our approach

Item	From	To
1	<b>Disconnected teams building content</b>	<b>Collaborative content creation driven by a centralized content council</b>
2	No Big Rocks guiding the editorial planning	Consistent alignment with national comms North Star topics
3	Limited to no efforts to reuse and atomize content	Identifying existing assets to repurpose + planning for atomizing assets
4	<b>Opportunistic cross-channel distribution</b>	<b>Coordinated x-channel distribution and asset variation creation</b>
5	<b>Impersonal, clinical and inwardly-focused web content</b>	<b>Proactive inclusion of OneSite design principles + org values in web copy</b>
6	<b>Confusing consumer web experiences</b>	<b>Location-centric and clearly delineated web components for wayfinding</b>
7	<b>Lack of clarity on who is doing what</b>	<b>Awareness and system-wide buy-in on content RACI</b>
8	Single purpose landing pages for campaigns	Optimizing & running A/B tests on existing web pages relating to campaigns
9	Text-centric content	Multi-sensory content + doubling down on video and interactive experiences
10	<b>Digital-only</b>	<b>Holistic view of content online and offline</b>
11	Inconsistent awareness of content effectiveness	Quarterly x-channel surveys and ongoing CRO experimentation
12	Reliance on stock photography	Investing in original imagery for digital content assets
13	<b>One-size-fits-all content</b>	<b>Invest in different altitudes of content (e.g. global) + map to journey stage</b>

# Every team has a role to play

DeX	Agencies/CS	Marketing	Social	Communications
Page updates	Writing	Content strategy	Influencer content	Campaigns
Personalization	Editing	Process & ops	Distribution	National North Stars
Web dev	Style guides	Campaign priorities	Regional inputs	Leadership perspectives
Experimentation	Branding	Project calendar	Audience feedback	Influencer insights
SEO counsel	Interviews	Audience	Engagement data	Newsletters
Email/SMS	Content reuse	Strategy briefs		
Lead forms	Asset sourcing	SME sourcing		
	Research	Regional promotions		
	Vid/audio production			

## Foundational

Analytics | Integrations | Audience Insights | Research

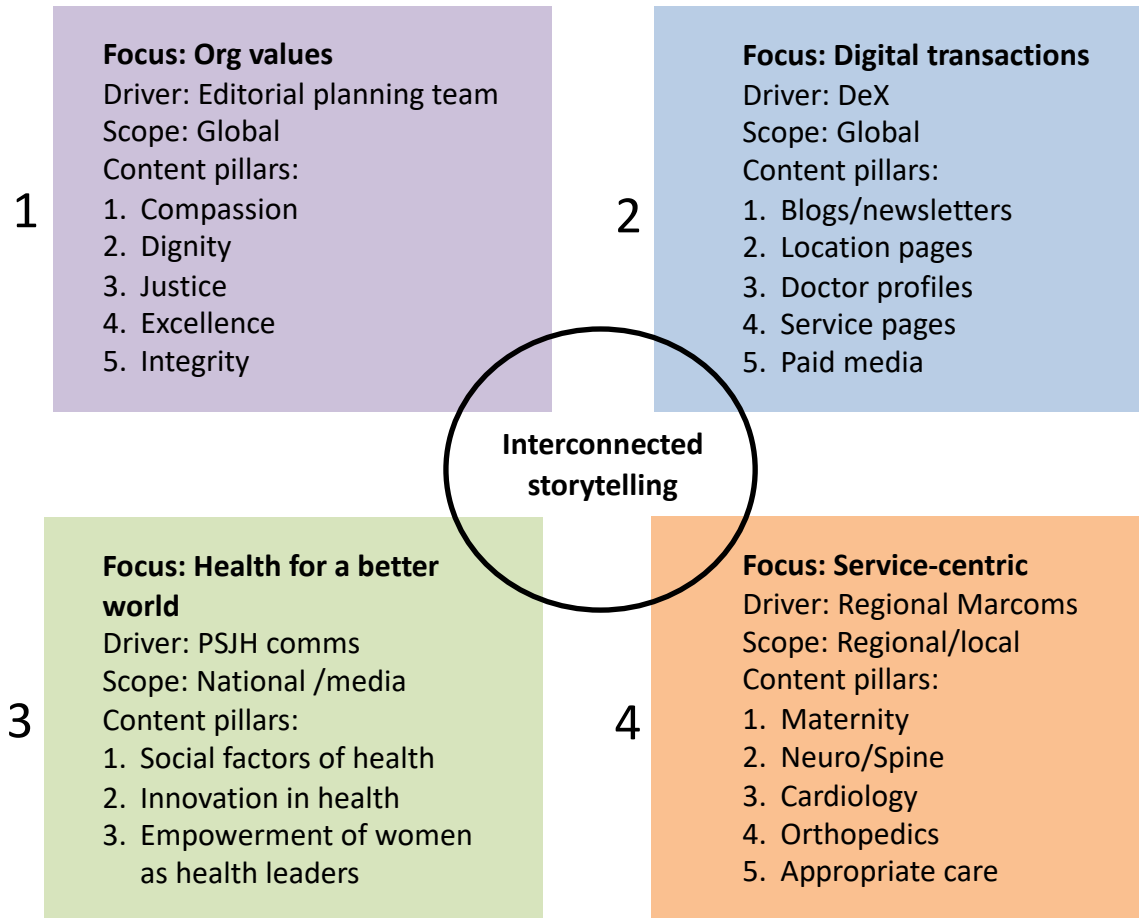
Now, let's talk vision



# First, some words to guide our way



# We will design for collaboration

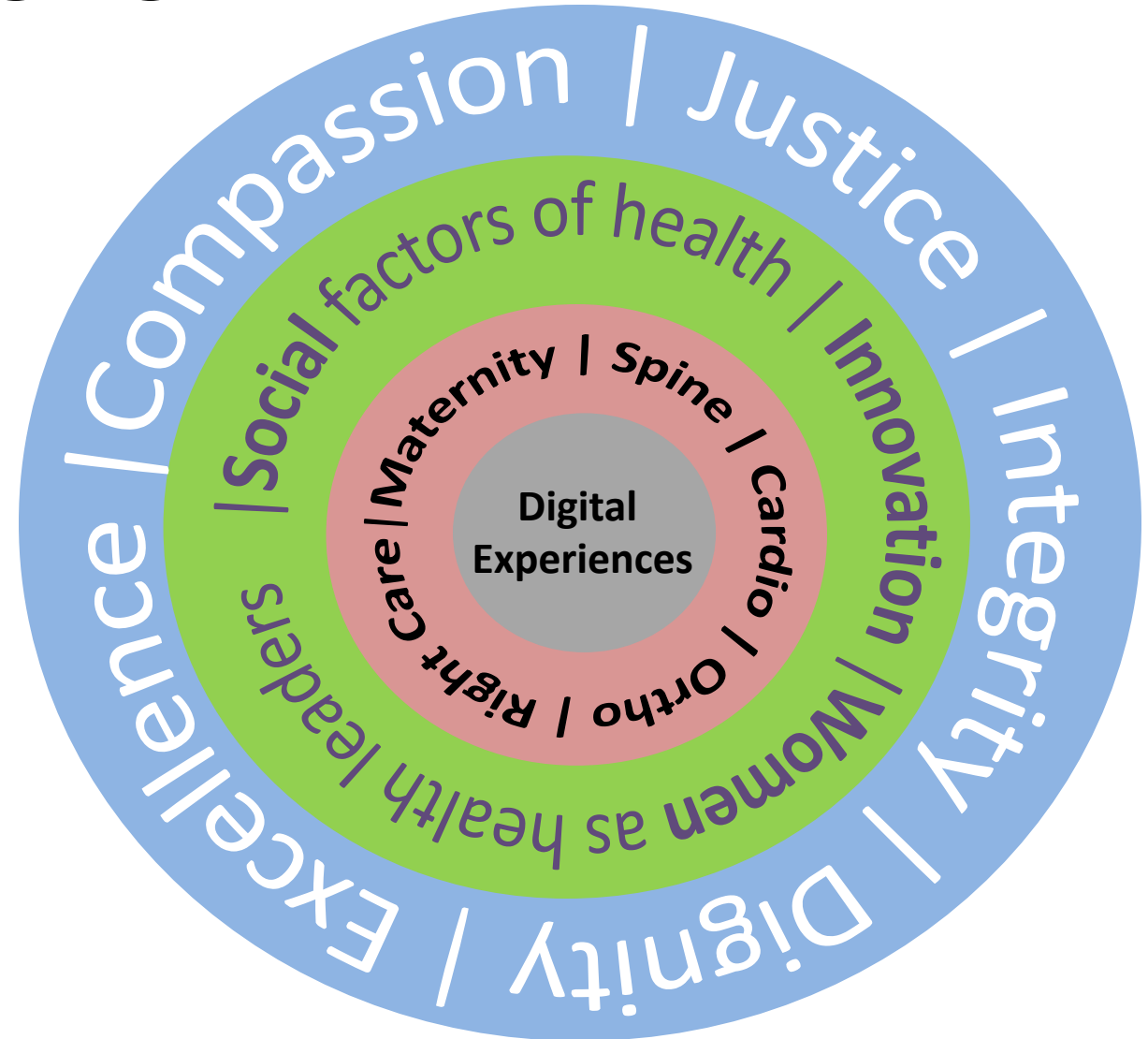


Pulling disparate teams together and leaning into existing tactics will enable consistent storytelling, expedite ROI on content investments, and more easily secure cross-team buy-in by:

- Creating assets that work across channels
- Differentiating with our org values (e.g. on service pages)
- Elevating campaign narratives to be relevant across ministries
- Atomizing assets to improve Google ranking
- Amplifying topic clusters (North Stars)
- Smartly deploying CTAs to drive consumers to checkout points (e.g. doctors/locations)

# And commit to a messaging framework

1. (Global) Organizational values serve as the foundation and texture of every narrative/story we tell
2. (National) Health for a better world messaging provide North Star topic clusters for story pivots
3. (Local) Priority service lines offer the business focus for how to package stories to drive revenue
4. (Global/Local) Web, social, newsletters, and media activation helps raise awareness and drive meaningful connections with consumers



# Guess what!

We're already bringing our values and north stars to life

We're just missing the explicit strategy to do it bigger and better with a greater ROI on our content investments

A couple of examples...

# Example 1: Nurse appreciation week

- Hit: Cross-channel/team coordination (Exec comms, social, blog, Palliative care)
- Misses: Web pages, internal/external newsletters
- How this happened: Randomly coordinated

## Consumer Blogs

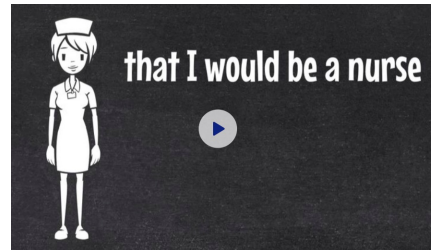


2 DAYS AGO

### Nurses Week Profile: Margo Bykonen, Chief Nursing Officer

Learn how she has spent her career helping people and her community.

## Palliative care video



## Rod's blog



ABOUT 3 HOURS AGO

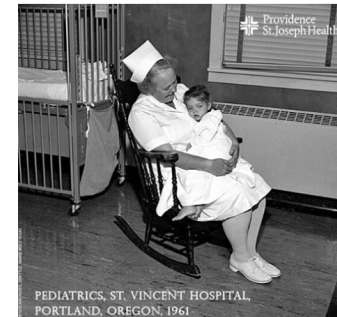
### Grateful for our nurses

Nurses have made a difference in my life, my family's life and everyone we serve. I am humbled and inspired by the sacred work they do day in, day out.

## Social

Providence St. Joseph Health  
4 hrs · 🌐

Our nurses have worked tirelessly to make sure our patients are happy and healthy for over 160 years. Just as this pediatric nurse is doing at Providence St. Vincent Medical Center in Portland, Oregon circa 1961. #txt #nursesweek



Imagine if we explicitly tied efforts to values, north stars and campaigns

Values: dignity (for patients); compassion (for patients); excellence (in service)

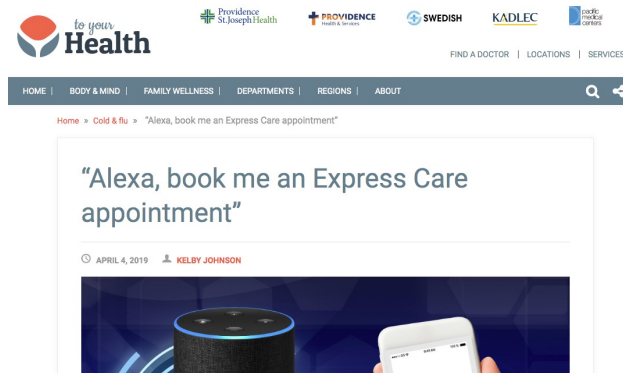
North star: female health leaders

Campaigns: Maternity, Cardio

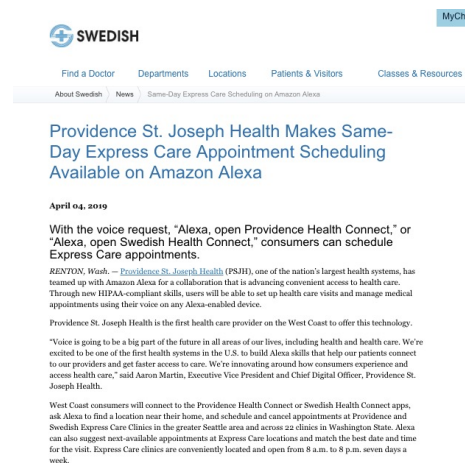
# Example 2: Amazon Alexa

- Hit: Cross-channel/team execution (PR, blog, social, newsletter)
- How this happened: Randomly coordination

## Consumer Blogs



## Press Releases



## Social



Imagine if we explicitly tied the effort to values, north stars, and campaigns

Values: compassion (ease of care), dignity (for patients); integrity (innovative brand)

North star: social factors of care

Campaign: Appropriate Care

13 ways we're going to do it better

# 1. We're going to start talking about our values

## Compassion

"A way of life; an always-on attitude"

- Holistic well-being
- Emotional support
- Empathetic
- Helpful
- Humans-first
- Support
- Charity
- Community
- Sympathy
- Tolerance
- Sensitive
- Kindness

## Dignity

"Identifies a worthy human condition"

- Celebrate others
- Mindfulness
- Recognition
- Worthy
- Nobility
- Pride
- Self-respect
- Community
- Inclusion
- Social justice
- Respect
- Privacy

## Justice

"Solutions to remove oppression and foster fair play"

- Unity
- Reconciliation
- Solidarity
- Fairness
- Equality
- Impartial
- Respect
- Hope
- Objectivity
- Righteousness
- Cause
- Social

## Excellence

"Simplicity, friction-free experiences and outstanding service"

- Standards
- Innovation
- Quality
- Partnership
- Transparency
- Reliable
- Safe
- Greatness
- Value
- Exquisite
- Resolute
- Commitment

## Integrity

"Caregivers' moral & ethical convictions"

- Accountable
- Transparency
- Truth
- Courage
- Respect
- Inclusion
- Authenticity
- Humility
- Simplicity
- Moral justice
- Unity
- Sincere



## 2. We'll turn consumer insights into solutions

We will use qual and quant insights to match consumer need states and human emotional states with solutions

- I want to know...
- I need...
- I'm looking for...
- I expect...
- I want to have...
- I value...
- I would like...
- I need guidance...
- I care about...

+

Scared

Anxious

Hopeful

Sad

Curious

Joy

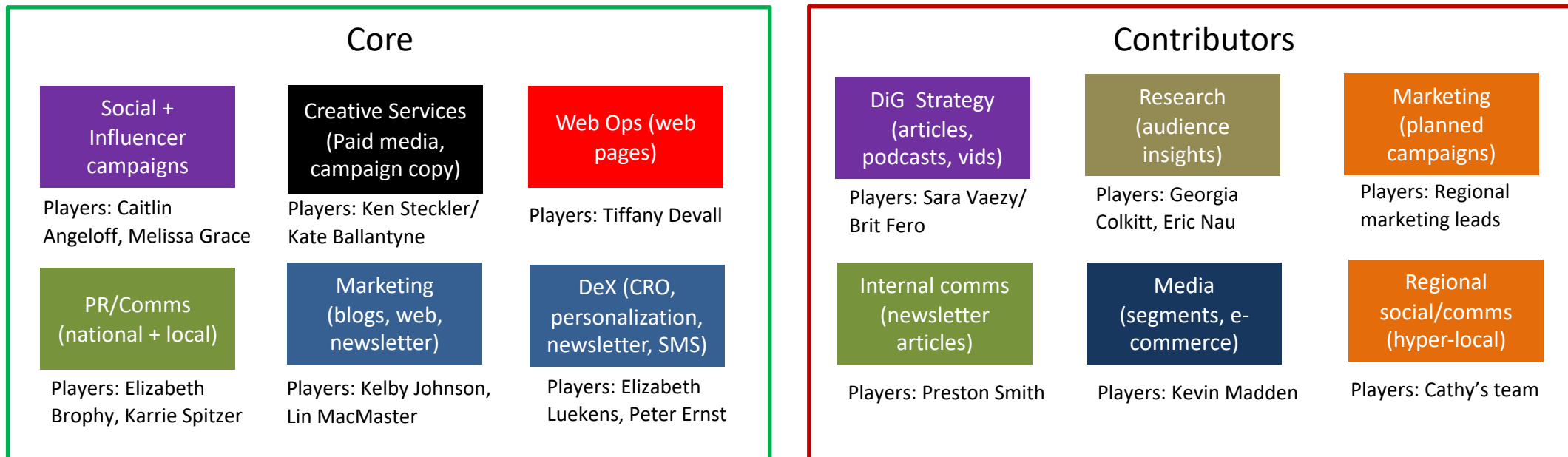
Trusting

+

- Online appointments
- Neighborhood clinics
- Checklists
- Pre-visit prep resources
- Patient stories
- Clinical insights
- Proximity & scale
- Breadth of services
- Classes/events

# 3. We'll source ideas from every team

There is a wide variety of content creators and distributors currently working in silos, but together we can share assets to improve ROI of our collective content investments



# 4. We'll add clarity to who does what

The RACI below provides a guide to the roles that each team plays in the broader content strategy

Content Outlet	Content Stakeholders													
	Marketing	DeX-CRO	DeX-Media	DeX-Web Ops	Marketing Automation	Comms-Social/Influencer	Internal Comms-System	National Comms	Regional Comms	Regional Marketng	PEC	Creative Services	DIG-Strategy	
<b>Website</b>	A = ownership varies by region													
Location pages/directory + local search	C	C	I	R	I	I	I	I	A	A	I	I	I	
Service pages (descriptors)	C	C	I	R	I	I	I	I	A	A	I	I	I	
Educational assets (classes, guides, videos)	C	I	I	R	I	C	I	I	A	A	I	I	I	
Lead forms	C	A/R	I	A/R	R	I	I	I	I	I	I	I	I	
Doctor directory (page updates)	C	C	I	A/R	I	I	I	I	I	I	I	I	I	
Provider profiles	I	I	I	I	I	I	I	I	I	I	A/R	I	I	
Landing page updates for campaigns	C	C	I	C	I	C	I	I	A	A	I	C	I	
Promotional CTAs (always-on or campaign)	R	C	I	R	I	C	C	I	A	A	I	C	I	
<b>Blog</b>														
TYH	A/R	I	I	I	C	C	C	C	C	C	I	I	I	
Swedish	A/R	I	I	I	C	C	C	I	C	C	I	I	I	
DIG Innovation	C	I	I	I	I	C	C	I	I	I	I	I	A	
<b>Newsletters</b>														
Topic-specific	R	I	I	I	A/R	C	C	I	C	C	I	I	I	
Branded monthly	R	I	I	I	A/R	C	C	I	C	C	I	I	I	
Regional/local (print)	C	I	I	I	I	I	I	I	R	A	I	I	I	
<b>Emails</b>														
Always-on nurture	I	I	I	I	A/R	I	I	I	A	A	I	I	I	
Campaign driven	I	I	I	I	A/R	I	I	I	C	A	I	R	I	
<b>SMS</b>														
Always-on nurture	I	I	I	I	A/R	I	I	I	A	A	I	I	I	
Campaign driven	I	I	I	I	A/R	I	I	I	C	A	I	R	I	
Campaign paid media/social (actual ads/posts)	I	I	C	I	I	C	I	I	A	A	I	R	I	
Social/Influencer (organic + campaign)	C	I	I	I	I	A/R	C	C	C	I	I	C	I	
National news (press releases, partnerships)	I	I	I	I	I	C	I	A/R	I	I	I	I	I	
<b>Experiments (CRO)</b>														
Guided journeys	C	A/R	I	C/R	I	I	I	I	I	C	I	I	C	
General page optimization	C	A/R	I	C/R	I	I	I	I	I	C	I	I	I	
<b>Personalization</b>														
Segment targeting	C	A/R	I	C	I	I	I	I	I	C	I	I	I	
Logged-in state	C	A/R	I	C	I	I	I	I	I	C	I	I	I	

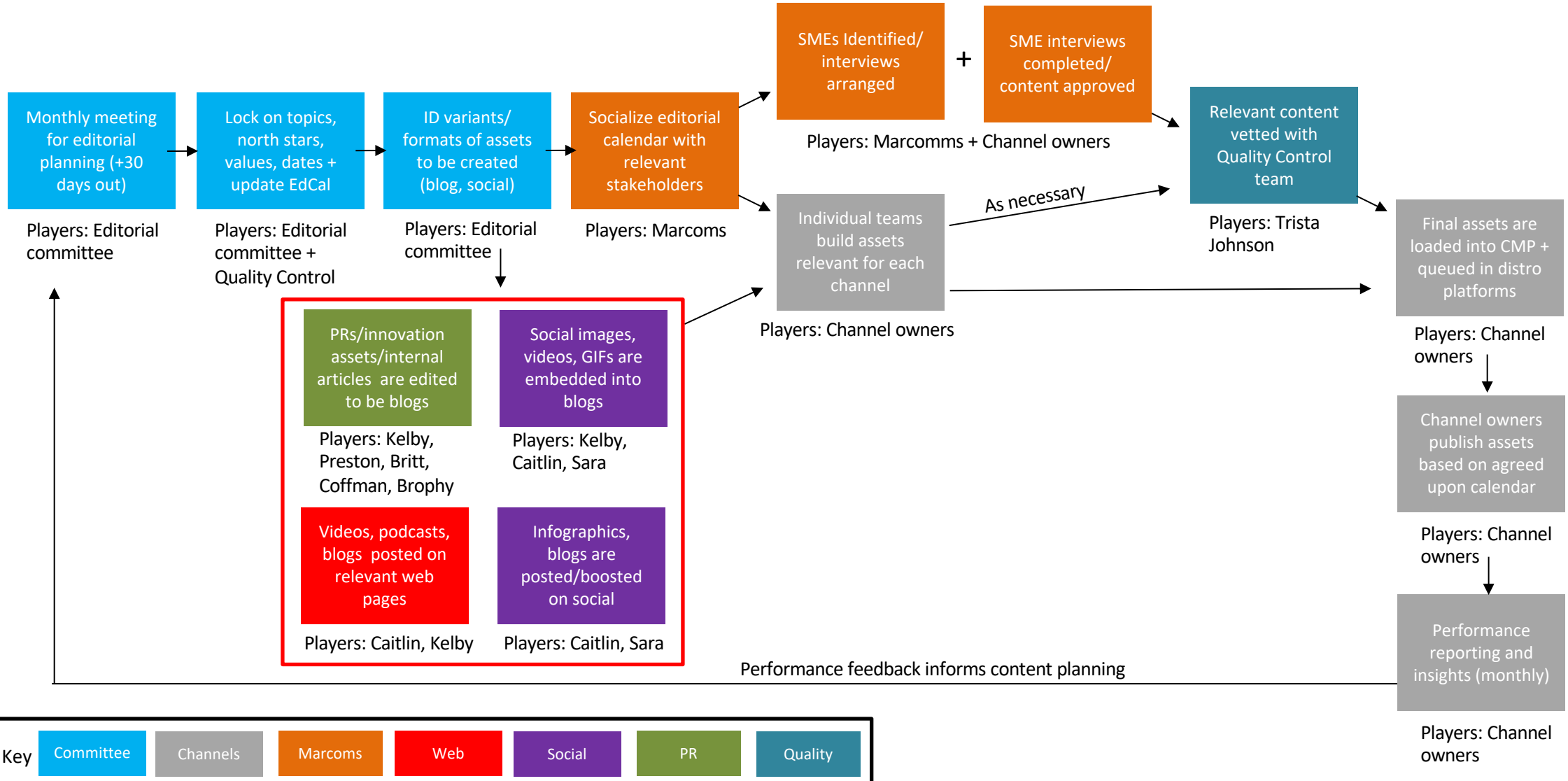
# 5. We'll turn content into a service

Reusing content is important, but building original content keeps our narrative fresh and provides additional value to consumers; campaign owners will have a la carte service for assets

Category	Tactic	Deliverable	Cost (Y/N)
Interactive	Experiment with interactive web pages for global content assets	A fully interactive web content experience for priority service lines	Y
Infographic	ID campaigns that would benefit from a visual asset	Project plan + final infographic	Y
Blogs	ID campaigns that would benefit from dedicated blogs	Publishable blogs	Y
Videos	ID campaigns that would benefit from having video assets such as animated explainer or patient/doctor stories	Project plan + final video assets	Y
Checklists	ID campaigns that would benefit from having a checklist of things to do for consumers	Publishable PDF checklists	Y
Tips/hacks	ID trips/tricks/hacks that would be helpful for consumers and add value to campaigns (text or video)	Publishable copy or video assets	Y
Podcasts	ID cross-region narratives (e.g. maternity) that would benefit from having a dedicated podcast	Project plan + final podcasts	Y
Long-form	ID campaigns that would benefit from a more in depth content asset (e.g. paper, guide, etc.)	Project plan + final long-form asset	Y

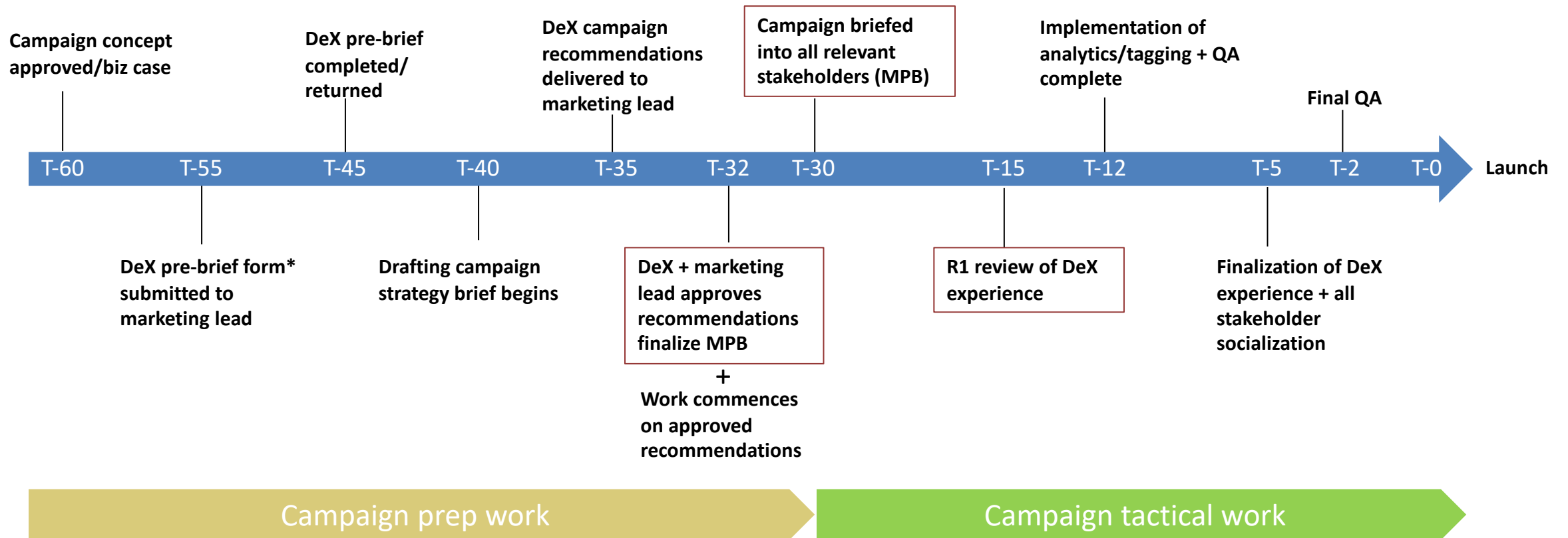
Note: All pricing elements are available in the accompanying Content Options spreadsheet

# 6. We'll get serious about editorial planning



# 7. And optimize the campaign planning processes

This process addresses the issues of identifying cross-region campaign applicability + the required pre-kickoff prep work



\*See accompanying Word document for the pre-brief form

Indicates meeting

# 8. We'll ensure all pages meet basic requirements

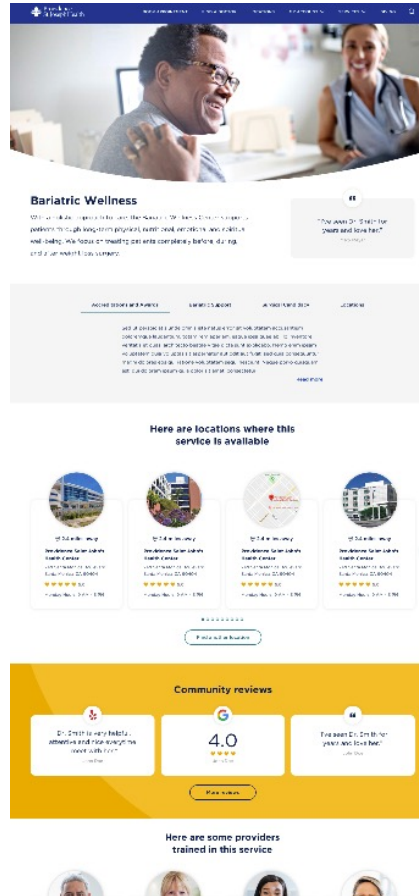
Optimizing existing web pages – surgically or via templates\* – will lead to faster time to market for campaigns, improve Google indexing and lean into the content structure of OneSite

Category	Tactic	Deliverable	Cost (Y/N)
SEO	Audit update page metadata and on-page keywords	Recommendations for keyword optimization + deployment of updated schema	Y
Doctors	Use recommendation widget or CTA module to showcase relevant doctors	Optimizely recommendation template or page CTA module	Y+N
Locations	ID every location with a door and build basic location page to improve indexing	List of top 3-5 related locations tied to the campaign (e.g. labs, x-ray, etc.) + code work for long/lat page attributes	N
Insurance	ID insurances accepted for campaign service line	List and associated URLs of insurances accepted by location	N
Leads	Build Eloqua form that maps to the services and locations tied to campaign	CTA page modules with links to form + PEC buy-in	N
Services	ID all the services/procedures relevant to the campaign (e.g. doula, midwife, etc.)	Bulleted list of services/procedures + page updates	N
Copy	Audit existing pages and performance	Recommendations for copy enhancements	N

\*For websites that have Optimizely deployed, we will use a template for optimization and A/B testing. For sites that do not we will surgically create a OneSite-esque page.

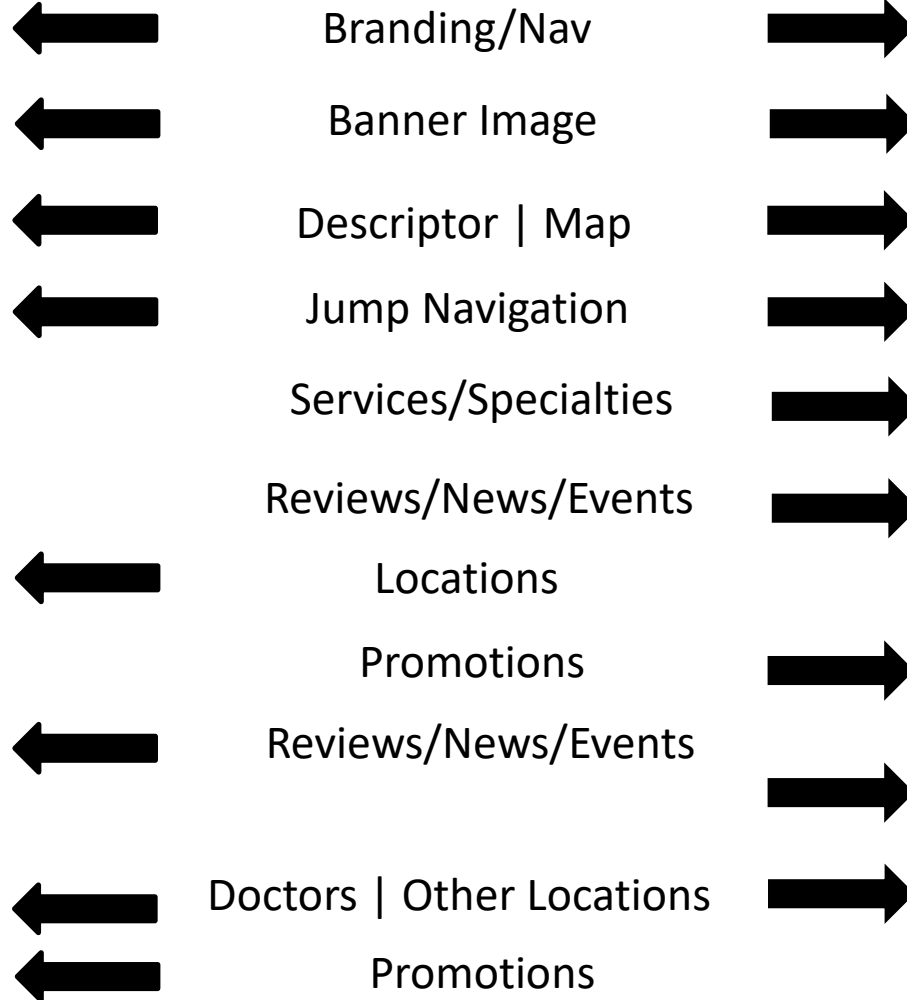
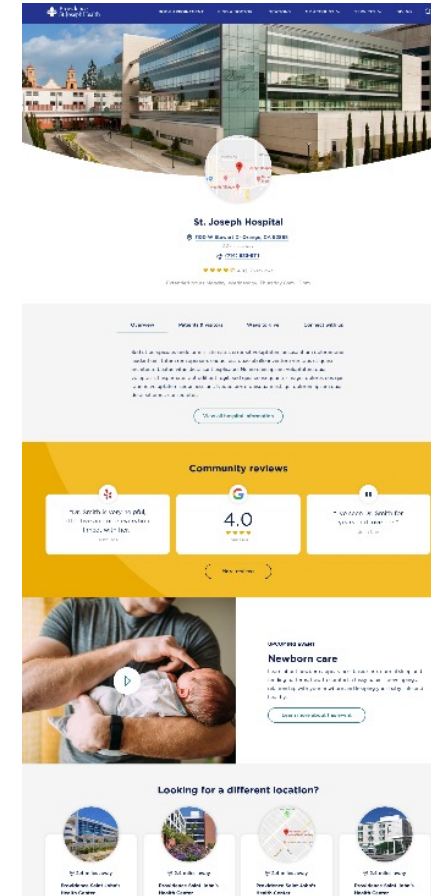
# 9. We'll use templates to build consistency

Service Page



Not shown

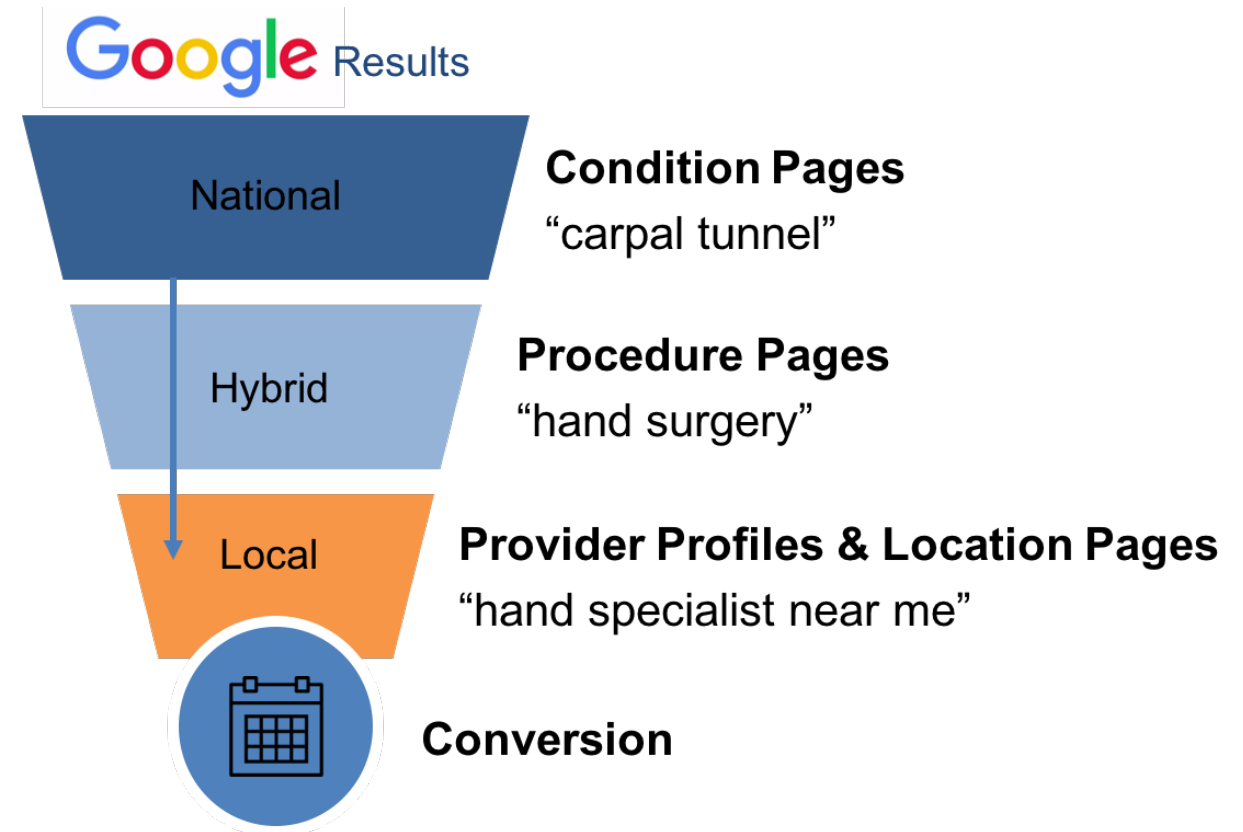
Location Page





# 10. We'll double down on locations

Locations as the foundation to our web experience enables a localized funnel that improves ranking for procedure queries, facilitates natural pathways between procedures (or services) and locations, and leans into "near me" searches



Locations are everywhere!

# 11. We'll find the gold internally

## Why I Care

4x per month, we will shine a spotlight on caregivers stories as sources of inspiration for bringing our brand to life

- Females in leadership
- Nurses
- Doctor philosophies
- Experiential marketers
- Coders & product
- Ventures

Benefits: Human Touch | Believable | Loyalty

## How We Care

4x per month, we will publish statistical proof points to give help consumers understand how we care

- Service-specific treatment successes
- PEC cases closed
- Community involvement
- Recovery times
- Ventures & innovation spin offs
- Quality assurance investments

Benefits: Google ranking | Transparency | Helpful

## 12. We'll go small with atomization tactics

1. Every video and podcast has a transcript that can be indexed by Google
2. 140-character copy accompanies every blog, video, podcast, paper or infographic
3. Quotes from videos and podcasts will be turned into social posts and integrated into blogs and relevant service line pages
4. North Stars turned into series and spread x-channels
5. Specifics of partnership announcements (e.g. Alexa) will be broken into individual blogs, social posts and DYK facts for newsletters
6. Quotes in blogs will be turned into social posts and merchandised on relevant service pages
7. Service line stats will be turned into interactive content, social posts, incorporated into blogs, and DYK facts for newsletters

# 13. We'll make distribution a universal OKR

A cohesive editorial strategy not only helps us present a focused narrative, but also equips us with the insights to be smarter about how we show up across channels. Here are 8 actionable ways to get more out of our content investments:

1. Publish blogs on service pages; turn them into tweets

2. Integrate Influencer videos in blogs; publish on services pages

3. Turn national PRs into blogs; extract quotes for social posts and newsletters

4. Integrate GIFs videos into newsletters; post on service pages

5. Publish blogs and tweet stream on collaborate for better health community page

6. Reuse social images on website and newsletter CTAs

7. Integrate podcasts into blogs, newsletters, and service pages

8. Integrate Usabilla feedback into PRs, web pages, blogs and communities

But how will we know we've done it better?

# Success metrics

## Website

- % growth in return visitors
- % growth in conversion rates
- % growth in digital transactions
- % growth in subscribers
- % completions of lead forms
- % achievement in campaign goals

## Social

- % growth in SOV (vs. competitors)
- % growth in social referrals (from social -> blog/web)
- % growth in engagement rate
- % growth in subscriber rate

## Email

- % increase in CTOR for emails/newsletters
- % increase in CTR for SMS links
- % decrease in opt-out rates for SMS

## Messaging

- % growth in brand SOV + positive sentiment from influencers
- % of positive feedback from consumers via Usabilla
- % achievement in regional affinity scores


**Engagement, Engagement, Engagement!**

# Potential ROI

IMP Drivers	IMP/Sessions/yr	CR	Conversions	Avg. conversion value	Potential revenue	2020 Content expense	2020 Ops expense	Margin contribution
Email	900,000	2%	18,000					
Syndication	8,000,000	1%	80,000					
TYH blog	1,500,000	6.7%	100,500					
SWE blog	900,000	4.7%	42,300					
SWE.org	4,000,000	12%	480,000					
Prov.org	7,700,000	10%	770,000					
AK.org	624,000	2%	12,480					
CA.org	2,298,000	8%	183,840					
OR.org	3,660,000	5%	183,000					
<b>Totals/Avg</b>	<b>29,582,000</b>	<b>6%</b>	<b>1,870,000</b>	<b>\$1.92</b>	<b>\$3,590,630</b>	<b>\$525,000</b>	<b>\$150,000</b>	<b>2,915,630</b>

### Value estimate key

Profile views: \$0.50	Contact (#/email): \$3.00
Provider search: \$0.75	Map/Directions: \$2.00
Location search: \$1.00	Subscription: \$4.00
YouTube views: \$0.75	Form completion: \$5.00
Links shared: \$0.25	Online booking: \$10.00



**But let's temper our excitement a bit**



# We've got to be smart in our approach

## Epoch: Crawl

- Socialize content strategy vision
- Document system-wide content assets
- Get core contributors to share channel ed cal (Google Sheets)
- Finalize/socialize content RACI
- Secure 2019 budget for content reuse
- Set up editorial committee
- Merchandize blogs on service pages
- Create web templates for campaign support
- Optimize campaign support process
- Experiment with YMYL/E-A-T content
- Prepare for x-team Content Summit
- Optimize processes for asset reuse
- Review OneSite + add org value essence
- Set up reporting process/cadence

Q2-Q3 2019

## Epoch: Walk

- Personalized content experimentation
- Onboard more partner content
- Evolve atomization tactics
- Pilot content syndication
- Deploy content marketing platform

Q4 2019-Q1 2020

## Epoch: Run

- Establish an autonomous content services team
- Sell content-as-a-service to external partners
- Establish a fully integrated data system to optimize content attribution

Q2-Q4 2020

Task Category	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
<b>Logistics</b> (relates to prep work to get the content strategy off the ground + ongoing performance reporting & optimization)	Audit system content/players	Socialize/optimize content strategy									Update content strategy plan/vision				
	Monthly article/ infographic review & editing														
	Content MBR	Content MBR	X-team content QBR				X-team content QBR			X-team content QBR			X-team content QBR		
	Secure stakeholder commitment to editorial committee								Agency Rationalization						
					Content summit (with agencies)										
	Partner with Quality team for SMEs & review board for blog and web content accuracy														
			Run Q3 benchmark blog survey				Run Q4 benchmark blog survey			Run Q1 benchmark blog survey			Run Q2 benchmark blog survey		
	Participate in monthly editorial planning meetings														
<b>Create &amp; Curate</b> (relates to the creation of original assets + curation/reuse of existing assets for editorial purposes)	Review/repackage content from P+B														
	Review/repackage content from social and influencer teams (ongoing)														
	Review/repackage content from PR/comms team(ongoing)														
	Monthly Awareness topic/52 week air cover programming (ongoing)														
	Review content from Seattle Science Foundation		Content check-in with Seattle Science Foundation				Content check-in with Seattle Science Foundation			Content check-in with Seattle Science Foundation			Content check-in with Seattle Science Foundation		
<b>Design &amp; Package</b> (relates to the design of processes and systems to aid in the delivery & optimization of content)	Design the x-team narratives + update shared monthly editorial calendar														
	Investigate/lock on CMP														
		Socialize/execute new campaign planning processes													
			Web insights update with Subu				Web insights update with Subu			Web insights update with Subu			Web insights update with Subu		
	Build + launch OneSite-esque templates for campaigns														
<b>Build Content Experiences</b> (anything relating to the creation of content for campaigns or OneSite)			Audit/update OneSite web copy with org values					Audit/review new OneSite web copy				Audit/review new OneSite web copy			
	Optimize usage of Uberflip features (e.g. embed tiles)						Explore feasibility of building Uberflip in SC			Q1 content experiments (long-form)			Q2 content experiments		
	Launch A/B Ceros/Sitecore test for Swedish brand campaign		Q3 content experiments (patient stories)				Q4 content experiments (journey stage)								
	Launch pervasive location personalization campaign	Launch Exit Intent personalization campaign	Launch SmartSurvey personalization campaign												
	Regional marketing campaign support														
<b>Amplify &amp; Engage</b> (relates to the cross-channel amplification of content and associated channel engagement)		X-team storytelling								Content syndication pilot					

We've got to commit to the work

# We've got to address our issues

- No central repository (CMP) for assets and x-team workflows
- Not \$ to effectively reuse content
- No \$ for national awareness/trending topics
- No real x-team commitment to shared editorial planning
- No \$ for original photography
- Not enough \$ for x-channel story promotion

# Next steps (May-June 2019)

- Socialize, gather feedback & gain buy-in on vision from content stakeholders
- Capture x-team monthly topics in shared Google calendar – get 60-days ahead of planning
- Establish a central repository for all existing and planned assets
- Begin mapping editorial topics to PSJH north stars
- Start infusing org value elements in all content assets
- Identify relevancy to planned regional campaigns
- Begin experimenting with atomization tactics for big bets

# Appendix

# Why do we need content strategy?

Content is our **product** that provides the **context** required to build **emotional** connections with consumers that inspires them to **engage** so we can capture **data** to optimize our brand stories and drive the business.

## What is “good” content?

Quality content is that which **evokes** emotion, **engages** curiosity through arresting visuals and smart copy, and **provides** a clear path to solving a specific consumer need. Good content **delivers** the utility consumers seek.

# What does the editorial committee do?

- Align on content topics to support North Stars
- Create best practice guides across channels
- Write/edit all formats of content

# Content atomization

What is it? The art of taking your big ideas and turning them into several smaller ideas. Atomization of content enables us to cover more ground with less net-new content creation. 5 reasons why atomization works:

1. More searchable: cross-linked smaller pieces of content = wider number of search terms + more Google juice
2. Consumption: concise content snippets will drive more engagement
3. Shareability: smaller pieces of content are more likely to be shared
4. Exposure: bite-size content published x-channels = more 'bites'
5. Leads: smaller of content = more opportunity for CTAs



# 2. Website content strategy

## Core stakeholders

1. Regional Marcoms
2. Web Operations
3. Branding

# What you'll learn

- How we will rethink web page copy and overall content assets
- The value of the OneSite conceptual framework
- Why location is the future of web experiences

# Situation

## Problem

Our web properties reflect the structure of the organization and do not address the needs or emotions of consumers. Competing CTAs, redundant content, and fleeting campaign landing pages confuse consumers who typically come to us with an intent to transact. This lack of consumer focus has impeded our ability to gain the right to be the sought after health partner.

## Solution

- A two-pronged approach is required:
1. Expand the tactic of infusing org values into web assets (copy, imagery, videos) to improve connections with consumers
  2. Employ the recommendations from the OneSite content audit, specifically relating to location-centricity, to prep all web assets for scaling OneSite

# Content enhancements

# Rethinking web content assets

- Similar to how we will infuse org values into editorial narratives, we will do the same for web copy, imagery, and videos
- From H1s to CTAs and service descriptors, our lens will be focused on bringing to life the essence of PSJH values

## Our world



# What will change?

From	To
PSJH isn't a health care organization	PSJH is a non-profit that provides health care
Providing just care for the health of people	A partner in health for people and communities
Informative and clinical	Emotional & shareworthy
Expected and undifferentiated	Arresting and attention grabbing

## Example use case

### Diabetes Care

Providence Little Company Mary Medical Center Torrance offers the South Bay's only Cardiometabolic Health Center featuring state-of-the-art diagnostic services for individuals at risk for diabetes. In particular, the Center features GIST™ glucose tolerance testing that identifies individuals at-risk for diabetes and other medical conditions associated with insulin resistance earlier to help people avoid the onset of diabetes by taking control of their insulin and overall health.

### Diabetes Care

Living with diabetes is life changing and super difficult. Everybody's experience is different, and our specialty care teams are trained to listen first and partner with every individual inside our facilities or out in the communities we serve to find the management tactics that are right for your lifestyle.

#### What makes this better?

- Recognition (life changing and super difficult)
- Trustworthy (trained to listen and partner)
- Commitment (tactics that are right for your lifestyle)
- Moral Justice (communities we serve)

# OneSite vision

# OneSite as the model

OneSite is a multi-year vision to create a single domain to house every web experience across the system. It is a strategy that both increases Google exposure for all ministry inventory as well as prioritizes the primary intent of incoming users. Some core benefits include:

- Mobile/local-first design: make it easy for consumer to find the location that is right for them
- Built for indexing: reflecting physical locations in the digital realm = more Google authority
- Consumer-focused: simplifying and focusing CTAs improves consumer wayfinding
- Utility-centric: prioritization and interlinking of locations, doctors and services fosters transactions



# OneSite design principles

**Feel:** we will use imagery and copy that makes our web pages feel more emotional, compassionate and human

**Touch:** we will use physical world elements of rounded contours to make our web pages more "touchable"

**Warmth:** we will optimize color schemes and accents to convey an aura of warmth when people visit our pages

**Intuitive:** we will focus in on what consumers seek - utility –and remove "noise" when they visit our web pages

# Locations = Centerpiece of OneSite

Locations are a main access point for more than 50% of consumers across regions, and they are often the last touch before an online transaction. Technically, every landing page is a location page, and as such they must be relevant, focused and actionable. What's different:

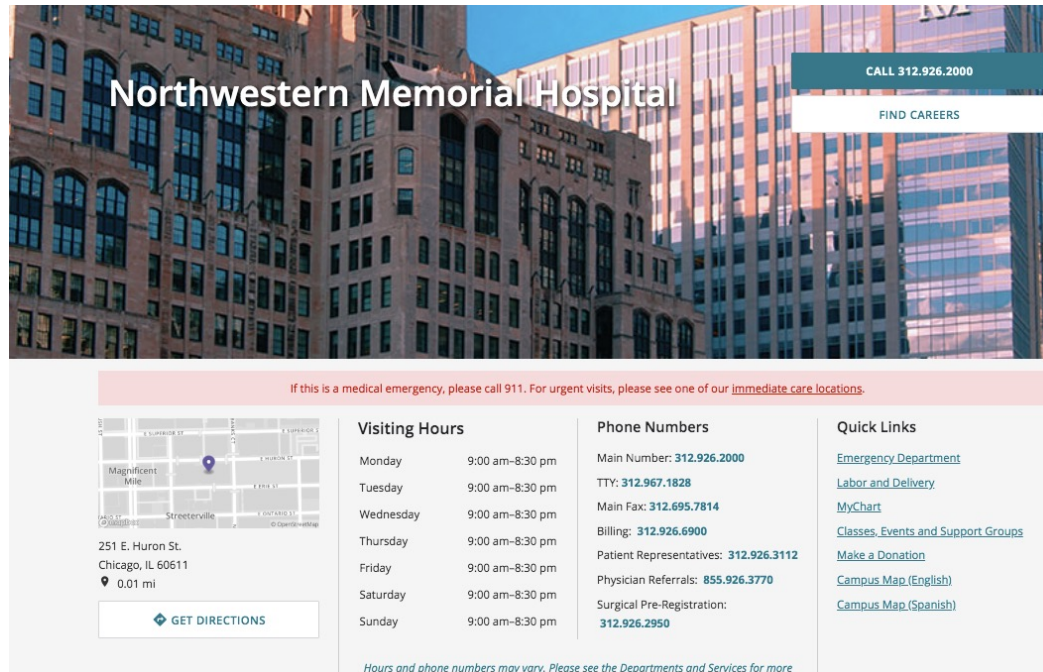
## **Above the fold**

- Type of facility (clinic, lab, hospital)
- Maps/directions
- Related locations (floors, suites, rooms)
- Booking CTA (online, form, call)
- Services and specialties offered
- Doctor inventory for location
- Insurance information

## **Below the fold (optional)**

- Reviews/rankings
- Social proof (patient stories/quotes)
- Patient forms
- FAQs
- Promotional modules (campaigns)
- Blogs
- About us

# Effective location page examples



**Northwestern Memorial Hospital**

CALL 312.926.2000

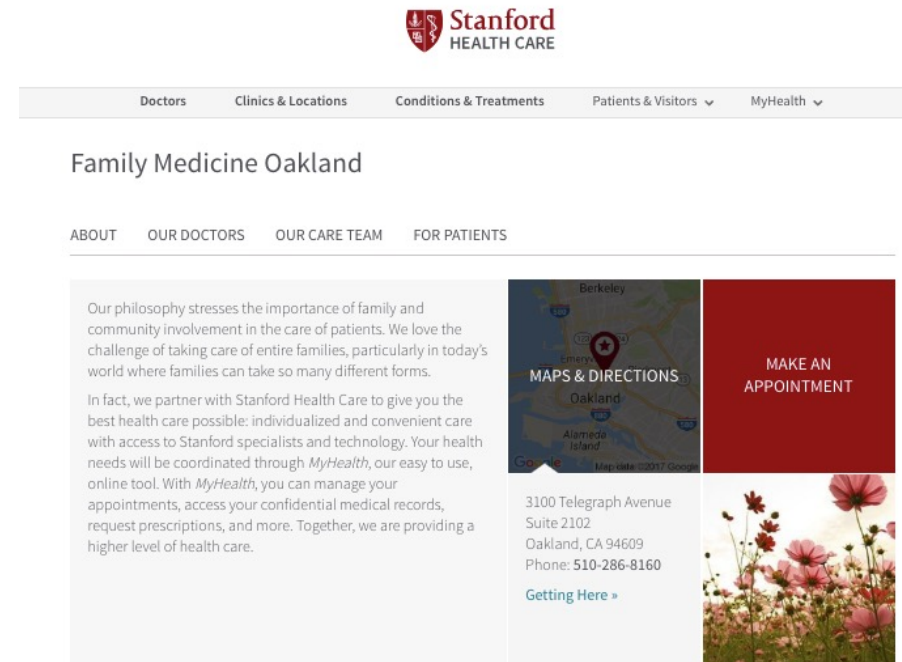
FIND CAREERS

If this is a medical emergency, please call 911. For urgent visits, please see one of our [immediate care locations](#).

Visiting Hours	Phone Numbers	Quick Links
<p>Monday 9:00 am–8:30 pm</p> <p>Tuesday 9:00 am–8:30 pm</p> <p>Wednesday 9:00 am–8:30 pm</p> <p>Thursday 9:00 am–8:30 pm</p> <p>Friday 9:00 am–8:30 pm</p> <p>Saturday 9:00 am–8:30 pm</p> <p>Sunday 9:00 am–8:30 pm</p>	<p>Main Number: <b>312.926.2000</b></p> <p>TTY: <b>312.967.1828</b></p> <p>Main Fax: <b>312.695.7814</b></p> <p>Billing: <b>312.926.6900</b></p> <p>Patient Representatives: <b>312.926.3112</b></p> <p>Physician Referrals: <b>855.926.3770</b></p> <p>Surgical Pre-Registration: <b>312.926.2950</b></p>	<p><a href="#">Emergency Department</a></p> <p><a href="#">Labor and Delivery</a></p> <p><a href="#">MyChart</a></p> <p><a href="#">Classes, Events and Support Groups</a></p> <p><a href="#">Make a Donation</a></p> <p><a href="#">Campus Map (English)</a></p> <p><a href="#">Campus Map (Spanish)</a></p>

Hours and phone numbers may vary. Please see the Departments and Services for more

<https://www.nm.org/locations/northwestern-memorial-hospital>



**Stanford HEALTH CARE**

Doctors Clinics & Locations Conditions & Treatments Patients & Visitors MyHealth

## Family Medicine Oakland

ABOUT OUR DOCTORS OUR CARE TEAM FOR PATIENTS

Our philosophy stresses the importance of family and community involvement in the care of patients. We love the challenge of taking care of entire families, particularly in today's world where families can take so many different forms.

In fact, we partner with Stanford Health Care to give you the best health care possible: individualized and convenient care with access to Stanford specialists and technology. Your health needs will be coordinated through *MyHealth*, our easy to use, online tool. With *MyHealth*, you can manage your appointments, access your confidential medical records, request prescriptions, and more. Together, we are providing a higher level of health care.

**MAPS & DIRECTIONS**

**MAKE AN APPOINTMENT**

3100 Telegraph Avenue  
Suite 2102  
Oakland, CA 94609  
Phone: 510-286-8160

[Getting Here »](#)

### Our Primary Care Doctors



<https://stanfordhealthcare.org/medical-clinics/family-medicine-oakland.html>

# Beyond location pages

While all roads lead back to a “location page”, the interplay between locations, doctors and services/procedures is enabled via a strategic nested link strategy.

- Example: A hospital page will have nested suites & floors for related locations such as clinics, labs, x-rays, etc.
- Example: A doctor page will showcase primary and secondary locations where s/he operates alongside booking options, insurance accepted and specialties
- Example: A service/procedure page will show the primary location as well as related locations alongside specialist doctor profiles

Note: While it’s important to build for what we know consumers want from us (utility/simplicity), we have also planned for page modules to promote ratings/reviews, campaign promotions, and other additive content types

# Next steps (May-June 2019)

- Socialize the web content vision with relevant content stakeholders to ensure alignment on expectations
- Continue partnership with regional marcoms to source required content inputs relating to:
  - Main and related location details (address, floors/suites, imagery, etc.)
  - Services/specialties offered at each location type
  - Filtered list of doctors and insurance by location type
- Begin identifying relevant upcoming campaigns to which we can apply new copy elements to pull in org values
- Partner with Web Ops to build OneSite-esque components/templates for priority campaigns

# 3. Campaign content strategy & experimentation

## Core stakeholders

1. Regional Marcoms
2. Web Operations
3. Project Management

# What you'll learn

- How we intend to optimize the campaign planning process to improve ROI of campaign/content investments
- Basic web page optimization requirements to make landing experiences more relevant & actionable for consumers
- The value of web page components to lean into OneSite and conduct A/B tests for priority campaigns
- Understanding of the types of content services available for campaigns

# Situation

## Problem

Each of the ~32 regional marketing leaders have built campaign concepts that are purpose built to serve the perceived unique needs of service lines in their market. The existing campaign planning process is broken and doesn't incentivize marketing leaders to see the correlations across regions or lean into the direction of the OneSite content vision.

## Solution

Optimizing the campaign process, creating a templated way to update landing experiences while enabling experimentation, making basic web page updates, and investing in original content to help consumers find the care they need will increase the likelihood of achieving campaign goals.



# Process & Roles

# 3 core issues with the campaign process

1. Business cases and campaign concepts are created without considering a broader, cross-region narrative
  - Marketers are not incentivized to see the potential to scale the narrative
2. The campaign kickoff strategy is incomplete
  - Marketers are unaware of the pre-kickoff needs to optimize the campaigns with cross-team contributions
3. There is lack of clarity into who is responsible for building assets
  - Marketers are confused about who is on the hook to create campaign assets

# Roles & Responsibilities\*

Request Type	Examples	LOE	Est. Budget	Owners	Assist
Minor page updates	<ul style="list-style-type: none"> <li>• Typos</li> <li>• Sentence copy edits</li> <li>• H1/H2 changes</li> <li>• CTA placements</li> </ul>	L	N/A	Web Ops	Kelby
Major page updates	<ul style="list-style-type: none"> <li>• Revamping service descriptors</li> <li>• Image design/placement</li> <li>• Template redesign</li> </ul>	M	\$ (if new assets are required)	Web Ops/ Kelby	CS/Agency
Text-based content creation	<ul style="list-style-type: none"> <li>• Blogs</li> <li>• Checklists</li> <li>• Emails</li> </ul>	L/M	\$	Kelby	Agency/CS
Visual content creation	<ul style="list-style-type: none"> <li>• Infographics</li> <li>• Videos</li> <li>• Interactive charts</li> </ul>	H	\$\$-\$\$\$	Kelby	Agency/CS
Basic experimentation	<ul style="list-style-type: none"> <li>• Doctor recommendations</li> <li>• Inline/banner/rail CTAs</li> </ul>	M	\$	Peter Ernst	Agency
Advanced experimentation	<ul style="list-style-type: none"> <li>• A/B test page overhauls</li> <li>• Content experiences</li> <li>• Personalization</li> </ul>	H	\$\$-\$\$\$	Kelby/Peter Ernst	Agency

\*Note: This is focused subset of the RACI grid on page 18

# DeX content strategy engagement

Not every campaign needs a web page overhaul. Some campaigns simply need an updated CTA on a web page or new content asset (e.g. infographic). In order to prioritize DeX involvement, we have developed the following criteria:

If the campaign...

- Concerns one of the top 5 priority service lines (Maternity, Spine, Cardio, Ortho, Appropriate Care)
- Either directly or could include narratives that traverse more than one region
- Requires evergreen content assets to be created
- Traffic? \$\$\$

# Content services

# Web page components

To enable scalability and leverage the OneSite vision, these basic web page enhancements will be plugged into a series of page components that form a template to be used for priority campaign landing experiences.

These templates not only enhance the consumer experience, but also provide us with a scalable way to conduct A/B tests to gain valuable insights for the future of OneSite.

# Why this component strategy works

- Enables faster time to market
- Ensures consistency of look/feel, leaning into OneSite vision
- Allows for out of the box A/B testing that will provide useful insights for how to improve the consumer experience
- Leverages known consumer attributes to provide a more relevant and personalized web experience
- Simplifies the execution of campaigns

# Next steps (May-June 2019)

- Lock on core components of web page templates
- Align with Jen Elliott on optimized campaign process + RACI
- Socialize the vision for campaign support from DeX
  - Basic web page optimizations
  - Templated approach
  - Optional content services



# Execution guidance

## Values

- Not words to use literally; sources of inspiration\*
- Bar: If you can't build content with at least 1 org value, don't build it
- Challenge: Start content concepting with a value-centric lens

## North Stars

- Broad and relevant narrative territories
- Natural fit: Me2 movement, AI/robots in healthcare, preventative care and community involvement
- Challenge: Evolve narratives around empowerment, innovation & social health factors

## Campaigns

- Business priorities that consumers care about
- Scale: Local stories with enterprise-wide appeal that are actionable and relevant to consumers
- Challenge: Start conversations that are both sustainable and meaningful

Foundational

Cross-team planning + digital experience enablement

# 6 reasons why this strategy works

1. Values are the connective tissue across brands/ministries
2. Taps into existing strategies across teams
3. Has relevancy at global/national/local levels
4. Provides a focused/differentiated storytelling platform
5. Fosters x-team collaboration
6. Ensures better ROI of strategy/content investments

# Actions

- Survey to content contributors to identify pros/cons, wish list, goals, etc.
- Create a one-page content brief outlining requirements for building any content asset – focus on values
- Write vision brief for editorial planning committee
- Set up first editorial committee meeting in May

# Insights/gaps/concerns

- Sara Giard (social) has been producing short videos leveraging blog content
- Don't have clarity on guides/papers across the system
- Video assets are not in a central repository (YT, Vimeo, etc.)
- Lack of a centralized CMP for all content assets (Sprinklr/Opel)?
- Duplicative efforts for national awareness moments with no coordination across channels/content teams

# Situation

## Problem

Although personalization experiments and general CRO tests have yielded positive impacts for pulling consumers deeper into the conversion funnel, opportunity exists to think bigger and more strategically about how to better build and target segments of users to have a more meaningful impact on driving digital transactions.

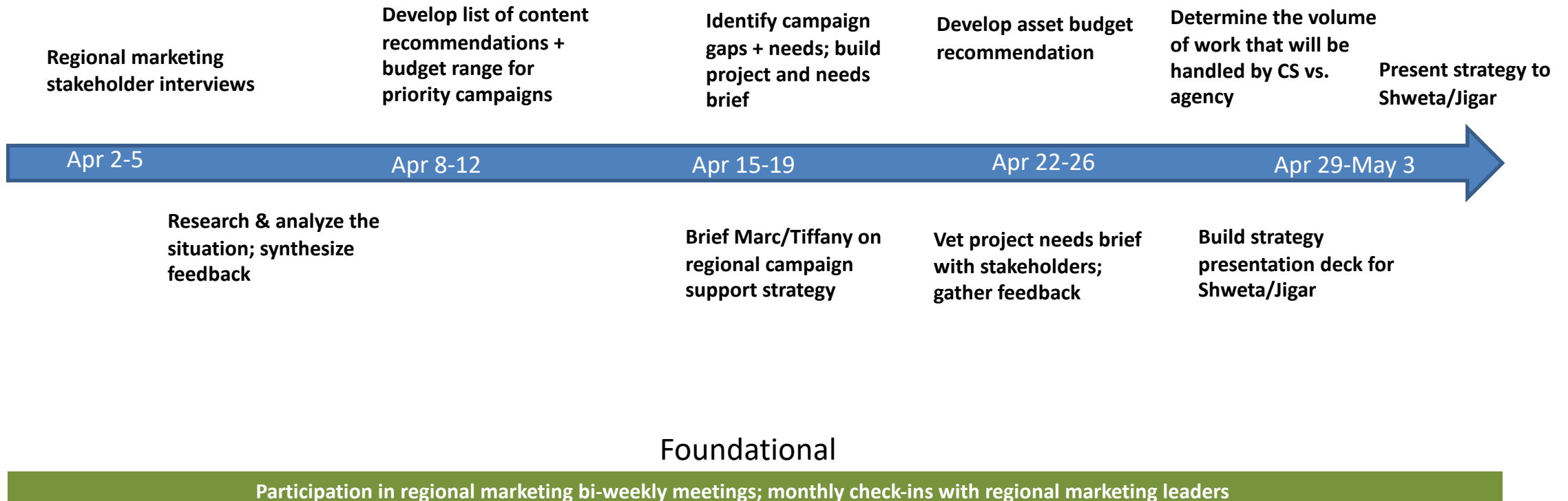
## Solution

Crystalizing the experimentation strategy around a few priority consumer segments, specifically return and new visitors, with inputs from Evergage, Tealium and GA will enable a more focused and targeted strategy for demonstrating the impact of personalized web experiences and page optimization in general.

# Current vs. future state

From	To
Spread of blog content is fenced to Uberflip and newsletters	Blogs get distributed on relevant web pages via Uberflip features + distributed via social and internal channels
Blogs lack CTA to get engaged with social at the item level	Blogs will have a social CTA to drive growth in social channels
Passive CTAs on blogs at bottom of articles	Up-level CTAs that drive people into the transaction funnel
Blogs lack in-line images	Make blogs more engaging by incorporating videos and images in line
Content investments are created and distributed in silos (no global strategy)	A structured editorial planning committee will synthesize topics and asset distribution
Web content and structure is inwardly focused	Infuse web copy (e.g. service pages) with human touch essence
Audience focus of content across channels is disjointed	Editorial planning committee will define target audiences for
All content lacks the inclusion of organizational values	Build content that explicitly ladders up to org value pillars
Web content is daunting, duplicative and confusing to consumers	Simplify the content on all web pages and make clearer what the intent of the copy is + page optimization experiments
Web content strives to be all things to all people devoid of consideration of user segments	Continue experimentation with personalization campaigns + logged in state

# Regional content roadmap



# Content snapshot

## Automation

Work stream: blogs to support newsletters

	Requested Articles	Requested Visuals	Cost
Topic newsletter	12	4	\$ 10,000
Brand newsletters	14	2	\$ 8,600
<b>Total</b>	<b>26</b>	<b>6</b>	<b>\$ 18,600</b>

	Actual Articles	Actual Visuals	Cost
Topic newsletter	12	4	\$ 10,000
Brand newsletters	4	1	\$ 2,950
<b>Total</b>	<b>16</b>	<b>5</b>	<b>\$ 12,950</b>
<b>Delta</b>			<b>\$ 5,650</b>

### Recommendation

Fund the ~\$6k for more newsletter content

## Campaigns

Work stream: existing asset & page optimization

Campaign Basic Needs Investment Breakdown		
Team	Hours	Est. Cost
Content	70	\$ 10,500
Web Prod	133	\$ 40,650
Web Dev	20	\$ 21,000
Marketing	60	\$ 18,000
Product	24	\$ 3,600
Testing	15	\$ 21,000
Wheelhouse	25	\$ 26,250
Automation	30	\$ 4,500
<b>Total</b>	<b>377</b>	<b>\$ 145,500</b>

*\*Note: hours are estimates based on past work and cost estimates are meant to apply a monetary value to the work performed by internal teams*

### Next step

Socialize optimization tactics with relevant teams + gain buy-in to begin the work

## Content

Work stream: articles/visuals for known & trending opportunities

Plugging into known national narratives		
	Hours	Cost
ID Documentation	10	\$ 1,500
Recommendations	8	\$ 1,200
	Hours/per	Cost/per 10
Article creation	5	\$ 5,750
Infographic creation	10	\$ 11,500
<b>Grand Total</b>		<b>\$ 17,250</b>

Responding to trending narratives		
	Hours	Cost/per 10
ID Documentation	5	\$ 1,500
Article creation	8	\$ 9,200
<b>Grand Total</b>		<b>\$ 10,700</b>

### Recommendation

Increase content creation budget from \$10k/mo to \$15k to accommodate plugging into relevant moment-in-time + trending topics



# Need States (50k ft)

	Immediate	Details	Source	Opportunity	Status
Automated newsletters (Aging Well, Nutrition, Heart, Women's Health + TYH/Swedish monthlies)	4 assets x 4 TYH newsletters 4 assets x 1 Swedish newsletter	Blogs + infographics	WriterGirl (Kelby)	Volume increase + diversity of content formats	In flight
Automated newsletters (other)	Templates	Birthday, welcome, nurture campaigns	Elizabeth/CS?		
Regional Marketing campaigns (paid)	Paid media assets (TV, print, display, social)	Creative design for media assets	Creative Services	N/A	
Regional Marketing campaigns (web)	Optimize content on campaign destination URLs	Recos for primary CTA content such as location details, filtered doctor lists, related services, insurance accepted, resources	Kelby + Tiffany's team	Plug into workstream Tiffany's team has started to optimize campaign destination page details	Work started
Regional Marketing campaigns (content)	Recommendations for content that will enhance campaign + content experiences (Ceros)	Lead forms, infographics, story videos, checklists, guides, blogs	Kelby, WriterGirl, Tiffany's team	Additional investments ranging from \$5k - \$100k to support campaign narrative & goals	Not started
Swedish brand campaign (web + content)	Recommendation for campaign destination	Content hub for landing the community-centric narrative	Kelby, Whitney Kent	Ceros content experience (\$3k pilot; \$45k annual subscription) Uberflip hub (\$13k/yr)	
OneSite (content)	Recommendations for how to enhance "human touch"	Page copy, visuals, reviews, new assets such as video stories	Kelby, VML (Jaime Diskin)	Investments in patient stories and visual assets that enhance believability and differentiation	Not started

# Blog + Newsletters (WriterGirl Scope)

## Immediate/known content needs

Topic	Volume	Source	Publish (Blog)	Send (Email)	Lead time
Aging Well	4	WriterGirl	Weekly	Weekly	30 days
Heart Health	4				
Nutrition	4				
Women's Health	4				
Swedish Newsletter	4			Monthly	
TYH Newsletter	5*				

\*TYH newsletter content is derivative of topical newsletters

### Open items

- Visibility into the content for the weekly newsletters. Month behind? Real-time publishing?
- Insights into planned topical newsletter expansion across brands
- Content needs for nurture emails + owner?

### Concerns

- If weekly newsletters require 4 articles per send, blog will get stale with only a 1 week infusion of content

### Opportunities

- Expansion of topical newsletters to priority service lines (e.g. Maternity, Neuro, etc.)
- Cost per service line for text-based content = \$2500
- Cost per infographic = \$1k-\$2k

# Regional campaigns (basic content updates)

	Details	Owner	Status
Service/treatment descriptors	Simple/consumer-centric descriptors	Kelby + agency/Regional leads	
Location inventory/details	Everything with a door + imagery/details (e.g. main, labs, x-ray, parking, café)	Tiffany/Kelby/Regional leads	
Filtered doctor lists	Optimizely recommendations or CTA modules	Kelby/Tiffany	
Service inventory	Bulleted list of services offered at locations	Regional leads/Kelby	
Contact information	Clickable #s (DialogTech)	Tiffany?	
Lead forms	Merchandisable lead forms with PEC support	Marc/Kelby	
Insurance	Insurances accepted by locations	Kelby/Rettig	
Videos	Patient/doctor stories, tours, procedure	Regional leads/Kelby + agency	
Patient resources/related content	FAQs, intake forms, blogs	Regional leads/Kelby	

## Open items

- Plugging into Tiffany’s work stream for location inventory/details

## Concerns

- If weekly newsletters require 4 articles per send, blog will get stale with only a 1 week infusion of content

## Opportunities

- Expansion of topical newsletters to priority service lines (e.g. Maternity, Neuro, etc.)
- Cost per service line for text-based content = \$2500
- Cost per infographic = \$1k-\$2k

# Regional campaigns (new content recommendations)

	Details	Owner	Status
Content experience hub	Ceros content experience for global assets	Kelby/Whitney	
Statistics	Treatment volumes, success rates, recovery times, etc.	Regional leads/ Kelby	
Videos	Patient/doctor stories, location virtual tours	Kelby/agency	
Visuals	Infographics	Kelby/agency	
Checklists/templates	Before/after checklists + treatment planning templates	Kelby/agency	
Blogs	Monthly campaign-related blog	Kelby/agency	
Journeys	Guided/logical journeys for finding the right treatment	Kelby/Tiffany	
Interactive maps	Maps of campus locations detailing departments, rooms, etc.	Kelby/agency	
Health hacks	DYK tips and tricks	Kelby/agency	

## Open items

- Plugging into Tiffany's work stream for location inventory/details

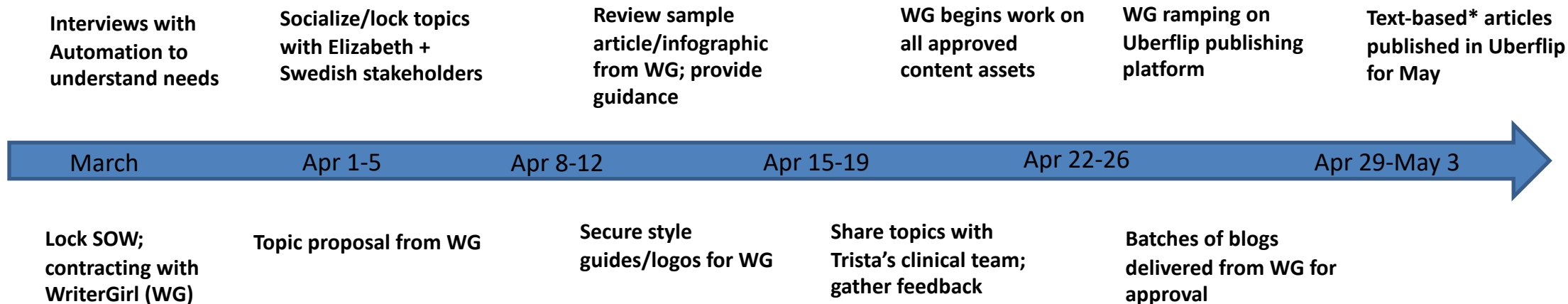
## Concerns

- If weekly newsletters require 4 articles per send, blog will get stale with only a 1 week infusion of content

## Opportunities

- Expansion of topical newsletters to priority service lines (e.g. Maternity, Neuro, etc.)
- Cost per service line for text-based content = \$2500
- Cost per infographic = \$1k-\$2k

# Editorial Rollout Roadmap



\*Depending on stakeholder feedback, infographics may be published during the first 2 weeks in May