

# Establishing a single source of truth for content

*“Compassionate care with a human touch is our differentiator and will be a key part of our brand identity” – Jigar Shah*

## Introduction

PSJH is at an important pivot point. We have a new brand, revamped and hungry leadership driving storytelling across channels, and a focused mandate to increase brand affinity and drive digital transactions. The opportunity to do something special in our historically staid vertical and position Providence as THE health partner for the communities we serve.

The time to act is now and the opportunity is ours to seize. However, our challenges are not trivial. We must overcome:

- Organizational silos to realize operational efficiencies
- Disparate and inconsistent attempts to tell the brand story (lack of governance)
- Disconnected consumer experiences across channels
- Inconsistency in our brand promise
- A belief that content has a single purpose for a single audience
- Doing more with less – fewer people and flat budgets
- Public perception that health care systems are not optimized around consumer needs

Cross-team collaboration is essential to addressing our challenges and turning Providence into an aspirational brand that consumers seek out. Such collaboration will enable us to do two important things:

1. Up-level our efforts on formulating and delivering a consistent, differentiated and mission-driven brand with consumer-focused narratives
2. Realize cost, resourcing and production efficiencies to improve ROI on our content investments

While organizational silos are certainly one of the biggest hurdles, the politics, widespread comfort with the status quo, and lack of empowerment to think and act big are larger obstacles. Organizational change means we have to disrupt. Disruption means navigating the entrenched way of doing things and finding ways to shift lenses of content stakeholders across the organization. Disruption means embracing the ability to say "NO" in order to create space to do something right/different...something better...something bigger. Disruption means thinking beyond accepted norms and embracing experimentation.

## Vision

Our mission and the efforts we make to bring that mission to life every day is largely a story untold. Serving the poor and vulnerable is a narrative that everyone – inside Providence and externally – can rally behind. While we have innumerable proof points of how we’re living our mission, disconnected efforts have impeded our ability to elevate the proof points into a consistent and compelling story. The

vision of the Content Council is to bring together the disparate teams producing content in silos to build a consistent storytelling engine that showcases the humanity and values behind the brand.

This system-wide Council will facilitate an internal organizational structure and operational model that traverses teams, platforms and channels. This Council will become a center of excellence (COE) for content marketing and brand storytelling. At its core, the Council is designed to add a layer of messaging consistency, governance and alignment on big-rock stories and ongoing editorial programming to enhance the way we show up at every consumer touch point.

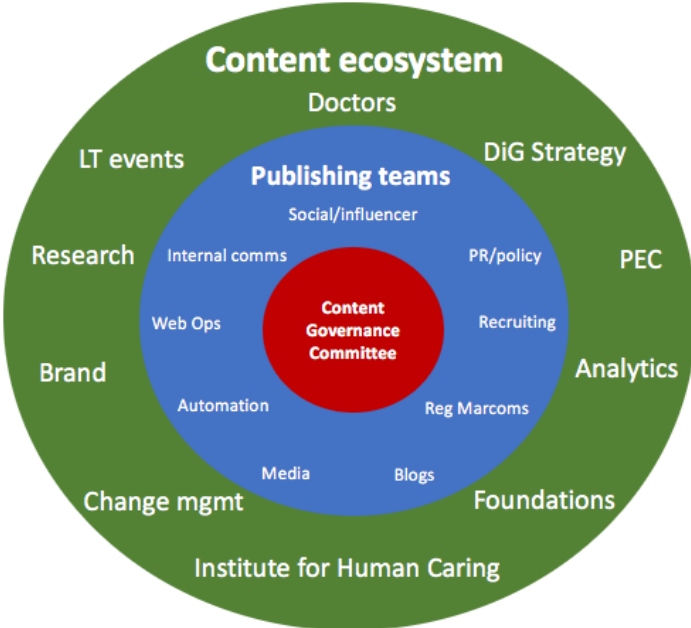
In the world of digital marketing, everybody owns content. It's simply reality, and building a storytelling engine driven by our mission and brand values requires some drastic changes to our culture. We must embrace a new organizational lifestyle that focuses on collaboration and cross-team planning. The list below outlines 'from' -> 'to' states that the Council will address.

From	To
Disconnected/siloed teams building content	Collaborative strategic, mission-driven content creation created by a committed team of change agents
Fire drills to support campaigns that drive the business	An optimized process that is planful and strategic prior to campaign kickoff
Temporal content that is purpose-built for a specific channel	Evergreen content that is designed to live across channels and time
Micro-goals driving content creation and publication	Content that is aligned with national narrative North Stars with the mission/values at the core
Limited /no effort to reuse and atomize content	A governance platform focused on curate/reuse-first mentality to enhance content ROI
Opportunistic/random x-channel storytelling (e.g. Alexa/Nurses Week)	Coordinated x-channel distribution and planned asset variations via editorial planning
Lack of clarity around who does what for which channel targeting which audience(s)	Cross-team RACI as well as agreement on the stories targeted at key audiences
Inconsistent and overlapping use of SMEs for channel-specific content	Strategic and coordinated plan for how to use SMEs to improve authoritative voice x-channel
Limited and inconsistent views of content performance	Shared x-team metrics to be gathered and shared monthly
Limited use of x-channel consumer insights to inform content planning	Curation/sharing consumer insights to improve x-channel content creation & audience resonance
No central repository for shared content and associated processes	Alignment on a centralized/searchable DAM to improve operational efficiencies and consistencies

[JUST] Short-term editorial planning (60-day view)	Strategic content creation focused on thought leadership backed by data/research that elevates the brand via a unified voice/narrative
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\*Note: Not every piece of content will be eligible for repurposing to be relevant to multiple audience types

At the end of the day, the Content Council is designed to **engage** the entirety of the content ecosystem across the organization, **empower** those teams who are responsible for publishing content across channels, and **entrust** a small and nimble content governance committee that will oversee and drive all things content. The interplay between these three stakeholder sets, while sometimes overlapping, looks like:



### The Content Council Overview

The Council is a team of co-creators committed to using content as a means to build, grow and strengthen relationships with consumers through stories that inspire them to engage. The Council is also a team of change agents focused on improving the way the brand shows up on every consumer touch point, while bringing to life the promise of personalized care ushered in via Health 2.0.

The Council is driven by three Cs: Collaborators, Co-Creators, and Change Agents. We are the team that is going to raise the bar for brand storytelling. To make this strategy work, it is critical to ensure alignment on the principles that will guide our work. These are:

1. Listening: to each other, to consumers, to stakeholders
2. Authenticity: of voice, of look, of stories
3. Value: for consumers, for the brand, for caregivers

Goal

Through consistent collaboration and content coordination, the high-level goal for the Council is to optimize paid, owned, earned and shared initiatives across every team and channel to support the organizational goals of raising brand awareness and affinity, facilitating digital transactions, and improving consumer perceptions of Providence. At a more granular level, there are five key goals the Council will own:

- 1. Set in place the governance structures to protect the brand
- 2. Advocate the value of content as a business asset
- 3. Eliminate duplication of efforts and drive content reuse
- 4. Drive x-team alignment to establish a unified voice via always-on editorial and campaign content
- 5. Drive adoption of a DAM to coordinate enterprise-wide content efforts

While every team member will likely nod in agreement at the uber goal to differentiate our brand voice in order to meet organizational goals, the rubber meets the road when we have clearly spelled out measures of success that will demonstrate the power and value of cross-team collaboration.

Success measures

While content marketing and brand storytelling traverses all stages of the consumer journey, in reality the vast majority of Council’s work will be to coordinate and produce top of funnel content. The goal of the content produced and governed through the Council is to show consumers the “why” behind the Providence promise.

Another reality and dependency we must embrace is the fact that we currently are not set up to measure effectiveness through attribution. The disparate nature of the engagement platforms and the associated measurements limits our collective ability to prove ROI for any given content asset in a causal way. Correlation is simply not good enough.

Despite the challenges and dependencies, we have identified seven key success measures:

- 1. Drive brand affinity (3-year goal: 30% lift in SOV + 50% increase in positive sentiment)
- 2. Build a single content resource platform (1-year goal: All content players work in a single DAM)
- 3. Improve attribution (1-year goal: Document x-channel attribution requirements; set up UTM parameters)
- 4. Enhance patient perceptions (2-year goal: 25% lift in positive patient feedback via surveys)
- 5. Increase blog readership (3-year goal: 1M average monthly visitors)
- 6. Grow social subscribers (3-year goal: 800K subscribers across social channels)
- 7. Increase digital engagement (3-year goal: 50% increase in web conversions and social actions)

Key Stakeholders

While everybody in the organization owns content, it is important to identify the right stakeholders from the right teams to step up and contribute. It’s worth noting that not every stakeholder will play an active role on an ongoing basis. However, each of the stakeholders listed below has a role to play in the creation of a storytelling engine that will elevate the Providence brand.

Team	Role	Activities
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Brand lead	Defines the brand essence, including the voice, tone, and feeling that we want to evoke with patients, consumers and thought leaders	Builds the content guidelines, brand architecture, and creative/content model for brand storytelling. Owns the decisions around the stories and campaigns that bring the brand to life
Content lead (Kelby)	Drives the overall content vision for storytelling and narrative sharing across teams and channels. Co-creates campaign strategy with creative services and DeX team	Drives storytelling strategy, content governance, Council/workgroup coordination, narrative ideation, storytelling consistency, identifies content for reuse, gathering consumer insights, experimentation, asset advisory, and performance KPIs and attribution
Social & influencer marketing	Defines and drives the requirements for social marketing and influencer engagement across regions, teams and channels	Social team structure, social channel governance, identifies content for reuse, influencer engagement, listening and consumer insights, narrative ideation, campaign and national news support, performance KPIs and attribution
Paid media	Defines the requirements for paid media assets and audience targeting to support brand and regional campaigns	Sets up segments in HealthGrades (other), determines content needed for paid experimentation, coordinates with regional marketing and brand lead on campaign support, partners with creative agency on asset creation
National communications	Drives and socializes the big bets and executive engagements across the organization	Defines communications north stars in concert with brand lead, briefs channel owners on upcoming announcements, curates SMEs and executive quotes for x-channel content
Internal communications	Curates news, events and stories to engage, activate and educate internal caregivers	Caregiver story curation, internal newsletter distribution, drives internal campaigns, identifies content for reuse
Creative Services	Builds brand assets, develops campaign content in concert with content and brand leads	Creates style guides, defines creative processes, identifies content for reuse, campaign tier guidelines, paid media for marketing campaigns, website copy for campaigns, email production, creative tool vetting, video scripts/production
Clinical quality	Ensures the clinical accuracy and quality of public-facing content on blogs and websites	Reviews editorial and web content, assists in sourcing SMEs for the creation of content, advises on topic categories that are important at the system level

Regional marketing	Drives the strategy for campaigns that will support the business needs across regions	Coordinates with ministry biz dev teams to capture priorities, collaborates across teams to define campaign parameters, develops the campaign briefs and associated project plans, defines assets needed to achieve campaign goals
Regional communications	Drives the “above ground” media and social strategy to support the business needs of ministries	Drives the creation of regional/local news, creates/publishes content for regional/local social channels, collaborates with regional marketing to support marketing campaigns, builds communication strategies aligned with system priorities
Automation	Drives the creation of emails and newsletters to support campaigns and always-on consumer nurturing programs	Creates email templates, co-creates new types of consumer-facing content, provides audience insights based on email engagement, defines requirements to deliver quality content to subscribers
Digital experience	Drives the creation of digital experiences, experimentation to grow digital transactions, assists in campaign strategy planning	Defines requirements for digital use cases, A/B testing, capturing and sharing consumer insights, website content updates, SEO advisory
Research	Produces first-party research and partners with third-parties to improve organizational understanding of consumer needs and preferences	Conducts consumer research based on business requirements, runs surveys to capture insights from online communities, captures & socializes third-party research insights to improve consumer targeting
Analytics	Defines requirements and execution of tagging and tracking parameters to provide stakeholders with performance insights	Collaborates across teams to set up Tealium and PIWIK tags, advises on metric tracking, creates dashboards and reports for stakeholder self-service
Project management	Outlines the processes, roles and responsibilities, and roadmaps that support all aspects of marketing initiatives	Builds the campaign planning processes, coordinates across stakeholders to ensure alignment, optimizes processes to drive operational efficiencies
Marketing platforms	Drives the requirements and processes for the entire marketing technology stack	Owns the vetting and integration of new marketing technologies, advises on audience segmentation via HealthGrades, shares audience insights to enhance marketing initiatives

Scope

At varying levels, the Council will both drive and influence content across the enterprise. From an influence perspective, the Council will focus on aligning content for always-on editorial planning, advise on the formats and types to support regional campaigns across channels, and assist with tactics to ensure relevant “click payoff” from paid media investments. The Council will drive the creation of the content governance structure, define the x-team process requirements for editorial planning and campaign support, and create the content and metrics for channel-specific execution. The table below offers additional detail on the scope of the Content Council.

Council does	Council does not do
Ensure the brand essence is represented	Define brand requirements
Coordinate topic alignment for editorial planning	Dictate x-channel content creation/publication
Define/evolve content governance structure	Own x-channel optimization tactics
Define/optimize process for content curation/reuse	Own x-team efforts to source, share and upload channel-specific content
Drive requirements for campaign content	Define the campaign strategy
Propose content variants for campaigns	Own the creation of x-channel assets
Own channel-specific and shared KPIs	Own all up campaign KPIs
Create integrated campaign strategy	Own the overall campaign strategy
Create x-channel content to support campaigns	Drive always-on x-channel content requirements
Align on the usage of SMEs to support content	Own holistic relationships with SMEs

Structure & Deliverables

There are many ways to structure the Content Council, but out of the gate, we will focus on two primary tiers. Each of these play a critical and unique role in the envisioning, creation and distribution of content. These include:

- a) **General Council (the collaborators)**
  - Team composition: Content, Social, Influencer, National communications, Internal communications, Creative, Automation, Research, Regional Marcoms, content agency
  - Remit:
    - Contribute to and manage a master editorial calendar to ensure line of sight for upcoming campaigns, announcements and caregiver initiatives
    - Support/advocate enterprise-wide content governance structure driven by the Council
    - Surface ideas that can be turned into strategic, mission-driven content assets targeted at any type of audience
    - Support the big-rock conversations that drive consumer engagement

- Identify topics and asset variants that can be used across channels
- Align channel SMEs into working groups to support content needs
- Mantra: Identify & commit
- Cadence: Monthly meeting for 1-hour
- Deliverable: Shared calendar for planned always-on editorial content, national observances, and campaigns

#### b) Working groups (the doers)

- Team composition: Depends on the identified need, but will include a mix of Content, Social, Influencer, National Communications, Creative, Regional Marcoms, Research, Automation, Analytics
- Remit (sample):
  - Define x-team/x-channel content governance structure
  - Curate and repurpose content to support editorial and campaigns
  - Document the requirements for the asset variants for x-channel distribution
  - Envision/create “what if” content concepts
  - Document goals, audience and GTM strategy to support campaigns (all tiers)
  - Identify other relevant stakeholders (e.g. Analytics, Research, etc.) that need to be involved in the initiative (this mainly relates to bigger campaigns)
- Mantra: Collaborate & build
- Work examples: Homelessness & housing security, foundational strategies, marketing campaigns
- Cadence: Ad hoc based on scope and scale of the initiative
- Deliverable: Cross-team strategy plans outlining the goals, texture, distribution strategy, and success metrics for all flavors of content initiatives

#### Types of working groups

Within the working group structure there are specific types of projects that will require the fluid formation of cross-functional teams to do the work to bring the Council vision to life. These sub-groups include the following:

##### a) Campaigns

- *Brand narratives*: This working group has a deep understanding of the organizational big rocks, and has the skills to turn the big rocks into action. This working group will partner closely with the brand, change management, internal communications and executive communication teams to envision and plan for at least one big bet brand story per quarter.
- *Business narratives*: This working group is knowledgeable about how to package the organizational north stars (e.g. social factors of health) and brand platform into service-level conversation that activate audiences in ways that both raises awareness and turns consumers into patients. This working group works closely with regional marketing and communication leaders to launch campaigns around the six priority service lines.

##### b) Agile

- *Trending narratives*: Informed by listening to consumer conversations on social channels and digging into consumer research, this working group both advises and creates temporal content that relevantly plugs Providence into narratives that consumers care about across channels.
- *Crises narratives*: In partnership with the PR team, this working group, mainly led by the social team, is “on call” to advise and assist with helping the brand avert content crises.



**Work streams**

Aligning on the types of working groups and their respective remits is important, but in order to showcase the value of the work of the Content Council some foundational work must be done first.

Below is a list of priority foundational tactics:

<b>Tactic</b>	<b>Description</b>	<b>Owners</b>	<b>Status</b>
Taxonomy	The establishment of a cross-channel folder structure, tagging system, and metadata template will both improve content governance and ensure consistent performance measurement	Primary: Kelby  Advisors: Analytics, Platform	
Attribution	Creating a formulaic method to attribute content published across channels and segments directly to end user actions (e.g. online bookings, social shares, reviews) will foster the belief that content is a business asset	Primary: Kelby + channel owners & CDP	
DAM	A centralized and searchable asset manager that houses all content assets across teams and channel owners will improve curation, reuse and accessibility to content that, in turn, will drive improved ROI of content investments	Primary: Kelby + Dev  Advisors: Channel owners	
Brand governance	Aligning on the requirements and associated execution/approval processes necessary to ensure consistency of the brand voice/look/feel will ensure that content published on all consumer-facing channels is in service to the brand (open question: how can the Content Council be the hub for this workflow?)	Primary: Brand team  Advisors: Kelby & channel owners	
Research/insights	Outlining an optimization strategy to improve usage of 1 <sup>st</sup> /3 <sup>rd</sup> party research and conversational insights gleaned via listening tools will strengthen the accuracy, authority and value of content investments published across channels	Primary: Research & Kelby  Advisors: Analytics, channel owners	
Performance dashboard	Creating a centralized performance dashboard that pulls in data from	Primary: Analytics	

	every consumer-facing channel, coupled with the associated tagging and attribution elements, will provide clarity on the resonance of content by channel, audience type, format, and region	Advisors: Kelby, Channel owners	
Content reuse	Related to the creation of a centralized DAM and similar to incorporating research and insights into the content creation, optimizing cross-team processes to create space to understand what content currently exists will improve the ROI for content investments and improve content stakeholder productivity	Primary: Kelby, Social, PR  Advisors: Marketing, Comms	
Storytelling playbook	The creation of a single source playbook dedicated to brand storytelling will both ensure that all narratives designed across channels are consistent and up-level overall awareness of the importance of storytelling throughout the organization	Primary: Kelby  Advisors: Brand, PR, Comms, Social, Marketing	
Thought leadership	Bolstering awareness of the opinions and perspectives of internal thought leaders both helps elevate the brand and can deliver additive value to consumers through a transparent knowledge exchange via cross-channel content distribution	Primary: PR, Kelby, Social  Advisors: Marketing, Analytics	

### Dependencies

Although, content is everybody's business and appetite is strong to elevate the brand through storytelling, there are five dependencies that must be addressed. These include:

1. Clarity on the essence of the brand
2. Senior level buy-in and support for the Content Council and associated scope of work
3. Executive sponsorship
4. Commitment to consistent participation in Council meetings and working groups
5. Resource allocation and budget to perform the work envisioned

### Supporting documents

1. Content RACI (Excel)
2. Content governance strategy (PPT)