

I. PROJECT SUMMARY

Resources - Access Community Health Network (ACCESS) requests a grant of \$20,000 from the Illinois Community Health Foundation for a social media marketing campaign to engage into primary care individuals without care in high need communities. An additional \$20,000 for the project will be provided by ACCESS.

Need - Throughout the Chicago-area communities in which ACCESS operates its thirty-six health centers, there is a demonstrated need for affordable, comprehensive, culturally and linguistically appropriate health care. And yet, more than half a million people with low incomes in these communities are not being served. Many of them are disconnected from traditional sources of information about health care services, such that they are not aware of the services that are available to them in their communities.

Strategy - A significant proportion of these individual are active on social media. To reach them, ACCESS proposes a social media marketing project using Facebook's geo-targeting functionality. Using that function, ACCESS will conduct and evaluate three outreach campaigns in zip codes served by its health center: one campaign will be directed to the general population and two campaigns will target specific populations.

Expected accomplishments - The metrics for the campaigns are: (1) reach 15,000 Facebook users per day per campaign over a four and a half month period; (2) receive 2,250 appointment requests via the organization's website; and (3) receive 800 calls to the organization's Call Center asking for information and/or appointments.

ACCESS has the infrastructure in place to immediately launch the proposed social media campaign, in three regards. First, ACCESS' Communications and Community Engagement Department is experienced in the development, implementation and evaluation of social media

campaigns. The team includes an experienced (contractual) content designer who would develop the campaign materials. Second, ACCESS' wide geographic presence in the Chicago metropolitan area will enable prospective patients to locate health centers that are convenient to them, e.g., near their employment or home locations. Third, ACCESS also has the ability to provide the required matched funding of \$20,000.

II. PROJECT NARRATIVE

A. STATEMENT OF NEED

For more than 25 years, ACCESS has been providing community-based health care to medically underserved communities across the Chicago metropolitan area. This year our 36 health centers, which are located across Chicago and suburban Cook and DuPage counties, will serve more than 180,000 patients. All of the organization's eligible sites are recognized by the National Committee for Quality Assurance (NCQA) as a Level 3 Patient Centered Medical Homes, which is NCQA's highest level of recognition. ACCESS is also accredited by the Joint Commission for its delivery of health care services and by the Healthcare Information and Management Systems Society (HIMSS) for its use of data in health care delivery and evaluation.

The majority of ACCESS' patients are Latinos and/or Black/African Americans who live at or below 200 percent of the federal poverty level. Their home communities experience disproportionately high rates of poverty, unemployment, inadequate housing, and inadequate access to nutritious food. These social determinants of health, combined with low rates of health coverage and other factors, are correlated with higher rates of chronic illnesses, cancer, and substance use disorders, and these disparities are prevalent in the communities that ACCESS serves

Challenge linking patients to care - More than half a million people low-income people across the Chicago metropolitan area are not served by community health centers. One barrier to linking them into care is their lack of connection to traditional sources of health information. As a result, few know that community health centers can address their obstacles to care, such as transportation, lack of health coverage, and other social determinants of health. Addressing these barriers is possible, and ACCESS has had success in this work.

Existing marketing strategies - Meanwhile, over the past few years, as ACCESS has developed its socio-medical model of care, we have undertaken a comprehensive effort to create a consistent identity so that patients who seek care at multiple ACCESS sites will be comfortable there, e.g., a family that gets primary care at one site and cardiology at another site will see the same “look” and experience the same model of care at both sites. This consistency also maximizes outreach activities. ACCESS’ outreach team uses this consistency to engage people who may be disconnected from health services, explaining our broad availability and then linking them to the ACCESS site that is best for them. The combination of consistent identity and community-based outreach staff helps us to maximize our resources for engaging new patients into care

And yet, the cost of these methods is a challenge, given our broad geographic reach.

Enhancement - Grant funding for a social media marketing campaign would build on existing marketing strategies using a cost effective strategy. Additionally, a social media marketing campaign would capitalize on the wide accessibility of social media, which can reach populations that are less effectively reached through traditional methods.

B. PROJECT OBJECTIVES

The purpose of this project is to engage patients in underserved communities into primary care, toward the long-term goals of becoming their medical home, and, more broadly reducing racial/ethnic disparities and building the health equity of each community. To engage these patients, we would launch a three social media campaigns that would direct patients to our health centers, website or call center to learn more about ACCESS and its services and to schedule an appointment. We will first create and publish three unique campaigns to be posted on Facebook. One campaign will target the general population within ACCESS' service areas (by zip code), and two campaigns will each target a specific patient population with particular medical needs. For example, one campaign may target older adult populations and would be published in zip code areas with higher concentrations of older adults. Another campaign might target people living with diabetes, which would be published to zip code areas with high concentrations of people living with diabetes.

With these campaigns, we expect to achieve 15,000 impressions among English users and 10,000 impressions among Spanish users for each zip code area per day. An "impression" is defined in the field as viewing an ad for at least one second, i.e., someone scrolls through their Facebook feed and pauses for at least one second on our campaign.

Additionally, we aim to achieve 350 engagements among English users and 200 engagements among Spanish users for each campaign per zip code area per day. An "engagement" is defined as a social media user clicking on our advertisement, which will then link them to our website where they can learn more about ACCESS health center locations and services we provide, and they can request an appointment.

The third objective for the project is receiving 2,250 new appointment requests through our website. This data will be measured through our website reporting tool. Though the data cannot determine whether a new appointment was scheduled as a direct result of the advertising campaign, it will nevertheless provide us with a correlation that can be used to determine if there was an overall increase in new appointments during the advertising period. This data will be used to inform strategy for future social media campaigns.

The fourth measurable objective that this project aims to achieve is a goal of 800 calls from prospective patients to our centralized call center for the second and third campaigns. Through Facebook, we are able to assign telephone numbers that connect to our call center, which individuals may use to schedule appointments. The two campaigns targeting specific populations will have unique phone numbers attached to them, which are projected to generate a

Project Objective	Data Source
Three social media campaigns	Internal project files
15,000 English and 10,000 Spanish impressions via Facebook per zip code area per campaign per day	Facebook report
350 English and 200 Spanish engagements via Facebook per zip code area per campaign per day	Facebook report
2,250 appointment request submissions	ACCESS' website report
800 calls to ACCESS Call Center	ACCESS Call Center report by phone number

total of 800 calls each throughout the four-and-a-half-month period of the campaign. This metric is informative in that it allows us to track responsiveness to the campaigns and it will inform future social media strategies. If we find, for example, that patients are more likely to use the website than they are to use the call center for making appointments, we can adjust our future social media campaigns. The table below summarizes our project objectives and the source of the data:

C. PLAN OF OPERATION

The project will be implemented in two phases. The first phase will be the design of the campaign content with the support of ACCESS' material developer; that work will be supported by other funding. We anticipate that this phase of the project, including the campaign design and internal approval process, will take approximately four weeks.

Once the content of the three campaigns is finalized, we can move to the second phase of the project, which will involve publishing the campaigns on Facebook. **The funding needed for this phase of the project is \$20,190, of which \$20,000 is requested from the Foundation.**

This amount includes the costs of posting one ad to Facebook at \$10/day; the ad will be written in both English and Spanish. The cost includes:

- \$16,200 for campaign one, which will run for four and a half months in three 45-day phases and will target all 36 ACCESS health center communities. The cost is \$10/day per health center.
- \$3,990 for campaigns two and three, which will run for four and a half months, e.g., targeting older adults and patients with diabetes. The cost is \$30/day for both campaigns.

The project will be implemented by ACCESS' Communications and Community Engagement Department. This project is designed to build on their ongoing marketing operations, enhancing all of these activities. Because we have a designer, Call Center, and all of the other staff needed to implement the campaign, we can begin the project immediately. Furthermore, our targeted health centers are able to serve an increased number of patients. The table below outlines the overall project timeline.

Proposed Implementation Plan for Social Media Marketing Grant

Timeframe	Activity
March 16, 2018	ACCESS receives notice of grant award
April 2018	ACCESS works with consultant to design three social media marketing campaigns
	Set up specific phone number for social media campaigns two and three to be linked directly to ACCESS call center
	Establish reporting mechanisms
	Develop call center and health center front desk scripting for incoming calls
May 2018	Media campaigns begin: first 45-day phase of media campaign one and media campaigns two and three
June 2018	Launch second 45-day phase of campaign one; continue campaigns two and three
	June 29 th - Progress Report submitted by ACCESS to the Foundation Board of Directors
July 2018	Launch third 45-day phase of campaign one; continue campaigns two and three
August – September 2018	ACCESS collects and analyzes data from the three campaigns; evaluates overall effectiveness and impact
January 2019	Final report submitted by ACCESS to the Foundation Board of Directors

D. PROJECT EVALUATION

Responsibility and process to determine efficiency - The Communications and Community Engagement Department will responsible for the implementation and evaluation of this project. The evaluation will use data from multiple sources. First, Facebook will provide metrics about the number of engagements and impressions for each campaign. This data will allow for an evaluation of whether the campaign successfully met its objects. This analysis will inform future campaigns.

Second, our call center will track the number of calls to the phone numbers associated with the second and third marketing campaigns. This information will be used to evaluate

whether the campaigns were able to generate our goal of 800 of phone calls to the center throughout the four and a half month period.

A third evaluation strategy will utilize ACCESS' patient intake form. This form, used at all ACCESS health centers, asks patients to select how they learned about ACCESS and includes "social media" as an option. We can, therefore, use this information to track how many new patients from the targeted health centers selected this option throughout the duration of the campaign period, and in the three months after the campaign. We will be looking for a notable increase in the number of new patients who selected "social media" as their primary referral source, compared to other options. This information could indicate that social media is an effective and efficient strategy for acquiring and retaining patients.

E. SUSTAINABILITY

ACCESS has identified several opportunities to sustain and advance this project's social media marketing achievements. First, we expect that the marketing content developed for this project will be usable for campaigns in other geographic areas or in future years, perhaps with minor adjustments. The content may also be used to enhance strategies across other platforms, including Google or Bing. Second, data from these campaigns will maximize subsequent campaigns, as we learn whether respondents are more likely to call the phone number associated with an advertisement or visit the organization's website to initiate the scheduling of an appointment. Finally, we expect that this project will demonstrate a positive return on investment: through a small upfront investment in social media marketing we will be able to generate additional revenue through increased patient volume and better control of costs by engaging patients in primary care prior to more costly illnesses and hospital admissions.

ACCESS thanks the Illinois Community Health Foundation for its consideration of this opportunity to test new models to reach prospective patients and engage them into a medical home.

III. PROJECT BUDGET

Expenditure Category	Description	Total Amount Required	Amount Provided by Applicant/Others	Amount Requested from Grant
Equipment	N/A	N/A	N/A	N/A
Software	The three social media marketing campaigns will be implemented using Facebook. The first campaign will cost \$10/day x 45 days x 12 health centers, totaling \$16,200. The second campaign and third campaigns will each cost \$15/day x 133 days, totaling \$3,990. All three campaigns will cost 20,190 (\$16,200 + \$3,990).	\$20,190	\$190	\$20,000
Personnel	Sheila Biggs, Communications Manager, will be responsible for developing and implementing the social media campaigns. This includes reviewing and overseeing the campaigns and providing on-going management. Her time will be paid by ACCESS matched funding. This is calculated at \$84,872/year x 0.10 FTE for six months plus fringe benefits estimated at 20.15%.	\$5,101	\$5,101	\$0
	Michael Hernandez, Manager of Call Center Operations, will monitor call volume driven by social medial campaigns. His time will be paid by ACCESS matched funding. This is calculated at \$85,250/year x 0.05 FTE for six months plus fringe benefits estimated at 20.15%.	\$2,573	\$2,573	\$0
Consultants	ACCESS will contract with a marketing consultant with whom we have an established relationship. The consultant will develop the content for five social media campaigns, using ACCESS' logos and branding.	\$7,500	\$7,500	\$0
Training	N/A	N/A	N/A	N/A
Other	Ten photos for the social media campaign calculated at \$100/photo.	\$1,000	\$1,000	\$0
	Administrative expenses: calculated at 10% of the total budget	\$3,636	\$3,636	\$0
TOTAL		\$40,000	\$20,000	\$20,000

Budget Narrative

ACCESS is requesting \$20,000 in grant funds to acquire and use new software for the purpose of distributing the social media campaign messages.

Funds provided by ACCESS will support the development of the social media messages as well as the implementation and monitoring of the campaign. The social media marketing campaigns will be developed by the marketing consultant within four weeks at a fixed cost.