

DEVELOPING A TELEHEALTH MARKETING PLAN: A Step by Step Guide



**CALIFORNIA
TELEHEALTH
RESOURCE
CENTER**

Your resource for telehealth success

This marketing plan was prepared by Nirav Desai, Founder and CEO of Hands On Telehealth, on behalf of the California Telehealth Resource Center

This Marketing Plan is designed as a template that can be easily taken and adopted to suit the needs of a hospital or clinic which is the recipient of telehealth services that it can provide to its community.

There are multiple ways to put together a marketing plan. Some plans can go into a lot of traditional market research and analysis such as segmentation, targeting, positioning, the 4 P's (product, price, place, promotion), etc.

This plan does not take that approach because it can be too complicated and time consuming for professionals whose primary job is not actually marketing, but who need to generate and execute effective marketing strategies to drive telehealth awareness, increase its utilization, enhance its reputation, and ultimately drive growth.

So instead, we opted for a clear, simple way to help someone like a telemedicine director develop a marketing plan.

The plan assumes that XYZ Regional Medical Center has already gotten approval to start a telehealth program. Therefore, the marketing plan is (and should be) but one major element of the broader plan for successfully implementing the telehealth program.

This plan template is designed to help someone explain what they plan to do from a marketing perspective, why they want to do it, and how they will measure the results.

Someone could essentially take the goals, target audiences, marketing activities, success metrics, and economics in this plan; customize these for their particular situation, and have a marketing plan ready to go.

MARKETING PLAN COMPONENTS

This portion of the document describes the main sections that you should have in your marketing plan. When all of these components are present, the reader should have a good sense of how the marketing strategy and its execution come together. You can use the descriptions in these sections to create your own marketing plan from scratch. Whenever you get stuck, you can also look at the Sample Marketing Plan later in this document and copy/modify text to suit your specific needs.

EXECUTIVE SUMMARY

This section is for someone (e.g. an “executive”) who does not have time to read the entire marketing plan. It enables them to scan the key details of the marketing plan:

- What are our goals?
- Who are we targeting?
- What is our budget?
- What do we plan to do with it?
- Are there any major activities or items worth noting?
- How will we measure success?

INTRODUCTION

This is a brief section that explains what the Marketing Plan will cover.

BACKGROUND

This section gives context to the Marketing Plan. Describe the circumstances under which these marketing activities will take place, what has been accomplished, and what product or service is being offered. These descriptions put the marketing plan in a business context, so that it is not a stand-alone effort.

STRATEGIC OBJECTIVES

While the previous section provided the business context, this section lays out specific strategic goals that can be measured. These goals should relate to the telehealth product or service you are offering. It is helpful to group related goals into categories like “business” and “clinical.” Ultimately, the operational, marketing, and technical plans will support these primary goals.

For the business goals, outline any goals that apply in the following areas: Financial, Market Share, Market Leadership, Reputation, Facility’s Mission, Operational effectiveness. Where possible, identify when these goals should be achieved and how the metrics for success will vary from one year to the next. For clinical goals, outline any goals that apply to: Patient care, Clinical support and participation.

MARKETING OBJECTIVES

Describe the key objectives of the marketing plan. Just as with the broader strategic objectives, include success metrics for each marketing objective.

MARKETING STRATEGY: OVERVIEW

This section is simply for overviewing the major elements that will go into the marketing strategy. They will be detailed in subsequent sections and provide market analysis to back up your strategic direction. In the classical approach taught in business schools, these major elements would be “Segmentation”, “Targeting”, and “Positioning”. Another option is to go with “Market,” “Message,” and “Media.” Whatever you pick will drive other sections of the marketing plan.

MARKET ANALYSIS: TARGET MARKET

How did we divide up the market of people we want to speak to? Who do we want to speak to? Who are the targets of our marketing campaigns? Why have we selected these targets versus others?

MARKET ANALYSIS: PROBLEMS, ALTERNATIVES, TELEHEALTH SOLUTION BENEFITS

Having selected the marketing targets, the next step is to figure out what we want to speak with them about. Before making the mistake of jumping right into a discussion of telehealth, identify their specific challenges and the options they have for addressing these challenges. Then identify the unique benefits that telehealth can bring by resolving the challenges in ways that the other alternatives do not. Ensure that the analysis is specific to each target market. A generic analysis is likely to fall flat because it does not dive deep enough into the specific issues for any one targeted group.

MESSAGE

Bring the elements from the Market Analysis together into guiding messages that can be used in marketing materials. This is where you get closer to “copy” – the actual words that will be used in your marketing materials. How do we want to attract our target? How will we differentiate our offering? What claims will we make (that we can justify)? Because this solution is in healthcare, be careful that your claims are defensible. In other words, you cannot guarantee patient outcomes, but you can promote the solution as having demonstrated certain outcomes.

RESOURCES

Identify the resources available to support various marketing activities. Resources can be team, financial, etc. Any changes in these could affect the ability to execute on time, within budget, or in a way that achieves targeted goals.

MEDIA

Identify the means by which we will reach our target audiences with our message. Explain why specific activities have been chosen over others.

MARKETING ACTIVITIES: SUMMARY

Provide a summary of the key marketing activities. Include information on each activity that could be easily compared across activities. These can include: Description, Objectives served, Target audiences, Frequency, Metrics for success, Resources involved, and Budget.

MARKETING ACTIVITIES: DETAILS

For specific marketing activities that require more details, provide them in this section. For example, for a website, include more info about the content that it could include.

SUCCESS METRICS

Marketing activities should produce measurable results. This is the section for describing how each marketing activity will be rated in terms of success. While the Marketing Activities Summary will identify success metrics each individual activity, this section will aggregate all success metrics across these activities (as some metrics will be served by multiple activities). In addition, identify the targeted value of these metrics and the various activities that contribute to each metric.

FINANCIALS

Summarize the financial outlay for the marketing plan. Break it out in different ways if possible – by month, by activity, by capital costs vs. operating costs.

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MARKETING PLAN SAMPLE: XYZ Regional Medical Center

EXECUTIVE SUMMARY

This section is for someone (e.g. an "executive") who does not have time to read the entire marketing plan. It enables them to scan the key details of the marketing plan:

..... What are our goals?

..... Who are we targeting?

..... What is our budget?

..... What do we plan to do with it?

..... Are there any major activities or items worth noting?

..... How will we measure success?

XYZ Regional Medical Center's Marketing Plan is designed to increase the visibility, adoption, and use of our new telehealth services. Our marketing campaigns will primarily target:

- the patient community
- referring providers
- internal administration and staff

With an operating budget of \$1,550 for the year ending in December, we will accomplish the following:

- Website and eNewsletter
- Brochures
- Press releases and Guest articles in the media
- Connected Health Media Day
- Satisfaction surveys from patients, providers, and administration
- Social media presence
- Face-to-face visits
- Attend a regional conference to pick up best practices for accelerating program growth.

The largest cost items will be the Connected Health Media Day and attendance of the CTN Conference.

The top measures of success for the marketing plan will be:

- # Website visitors. Target: 1,000
- # Newsletter subscribers. Target: 250
- Patient satisfaction score. Target: 90%
- % of Administrators that can identify at least 3 telehealth benefits. Target: 75%

XYZ Regional Medical Center: MARKETING PLAN SAMPLE

INTRODUCTION

This document describes the Marketing Plan for XYZ Regional Medical Center's telehealth program.

It covers marketing strategy, marketing tactics, success metrics and financials.

All major marketing activities are summarized and described in the Marketing Activities section for quick reference.

BACKGROUND

This section gives context to the Marketing Plan. Describe the circumstances under which these marketing activities will take place. Describe what has already been accomplished, and what product or service is being offered. All of these descriptions put the marketing plan in a business context, so that it is not a stand-alone effort.

XYZ Regional Medical Center (XYZ RMC) has recently committed to participate in the California Telehealth Network (CTN). It will be utilizing CTN's services to provide patients in Alphabet County with a new suite of clinical services via telehealth.

These telehealth services will include both emergency and non-emergency services:

- NON-EMERGENCY SERVICES
 - Cardiology
 - Dermatology
 - Gastroenterology
 - Infectious Disease
- EMERGENCY SERVICES
 - Neurology / Stroke

Telehealth technology for broadband services and video-conferencing was originally obtained through grant funding from Generous Organization of America.

STRATEGIC OBJECTIVES

While the previous section provided the business context, this section lays out specific strategic goals that can be measured. These goals should relate to the telehealth product or service you are offering. It is helpful to group related goals into categories like “business” and “clinical”. Ultimately, the operational, marketing, and technical plans will support these primary goals.

We want to encourage participation in this network so that XYZ RMC sees a return on its new investment and ultimately provides better care to our patient population.

BUSINESS

Outline any goals that apply in the following areas: Financial, Market Share, Market Leadership, Reputation, Facility’s Mission, Operational effectiveness. Where possible, identify when these goals should be achieved and how the metrics for success will vary from one year to the next.

OBJECTIVE	TIME FRAME
The hospital’s CEO, CMO, and CTO should be able to identify the top benefits that the program is bringing to the medical center.	Within 6 months of program launch
3 external organizations in the local community will have recommended the service to their members.	Within the 1st year
Patient satisfaction with telehealth program will exceed 90%	Within the 1st year
Positive media coverage about the telehealth program	Within 6 months of launch
Measurable Return on Investment (ROI)	Within the 1st year

CLINICAL

Outline any goals that apply to: Patient care, Clinical support and participation

OBJECTIVE	TIME FRAME
Achieve 100 telehealth encounters.	Within the 1st year
10 clinicians will obtain training on telehealth and on topics related to the supported telehealth specialties, and earn CE credit.	Within the 1st year
Change at least one patient’s life by reducing wait time significantly, enabling them to avoid taking time off of work to see a specialist, or helping them to get a diagnosis that alters their outcome.	Within the 1st year
Clinician satisfaction with telehealth program will exceed 80%	Within the 1st year

MARKETING OBJECTIVES

Describe the key objectives of the marketing plan. Just as with the broader strategic objectives, include success metrics for each marketing objective.

In support of the program's broad objectives, our telehealth marketing efforts are designed to:

- **Increase visibility and awareness** of our new telehealth services both internally and within our community
- **Drive internal support** for the program. Administrators will continue funding it and advocating its use. Physicians, nurses, and other clinicians will make use of the system.
- **Drive utilization** of our new services both by patients and referring providers.
- **Grow reputation** through media coverage, testimonials, and success stories.

Specific measures of success are outlined along with the selected marketing activities/campaigns in the section entitled "Success Metrics."

MARKET STRATEGY: OVERVIEW

This section is simply for overviewing the major elements that will go into the marketing strategy. They will be detailed in subsequent sections and provide market analysis to back up your strategic direction.

In the classical approach taught in business schools, these major elements would be "Segmentation," "Targeting," and "Positioning." Another option is to go with "Market," "Message," and "Media."

Whatever you pick will drive other sections of the marketing plan.

Our marketing strategy is designed around addressing these 3 key elements:

- Market – who do we want to speak to?
- Message – what do we want to tell them?
- Media – how do we want to get our message across?

We will choose our market, message, and media based on the analysis in the next few sections.

MARKETING PLAN SAMPLE: XYZ Regional Medical Center

MARKET ANALYSIS: TARGET MARKET

How did we divide up the market of people we want to speak to? Who do we want to speak to? Who are the targets of our marketing campaigns? Why have we selected these targets versus others?

We identified numerous groups that could influence the awareness, use, and reputation of the telehealth program (FIGURE 1). In the figure, the larger the rectangle, the larger the potential influence. The directions of the arrows indicate the direction of influence. Based on this analysis, we see that the Telehealth Director has potential to influence a number of other influencers as well.

Although not illustrated, a number of entities also influence the Patient's decision to accept and use telehealth as an alternative to their current means of receiving healthcare. These are the various Referring Providers; Supporting Organizations like employers, churches, and charities; and the media.

For our initial marketing strategy, we will only select a few of the entities that seem to have the most direct influence on the awareness of and successful utilization of the program.

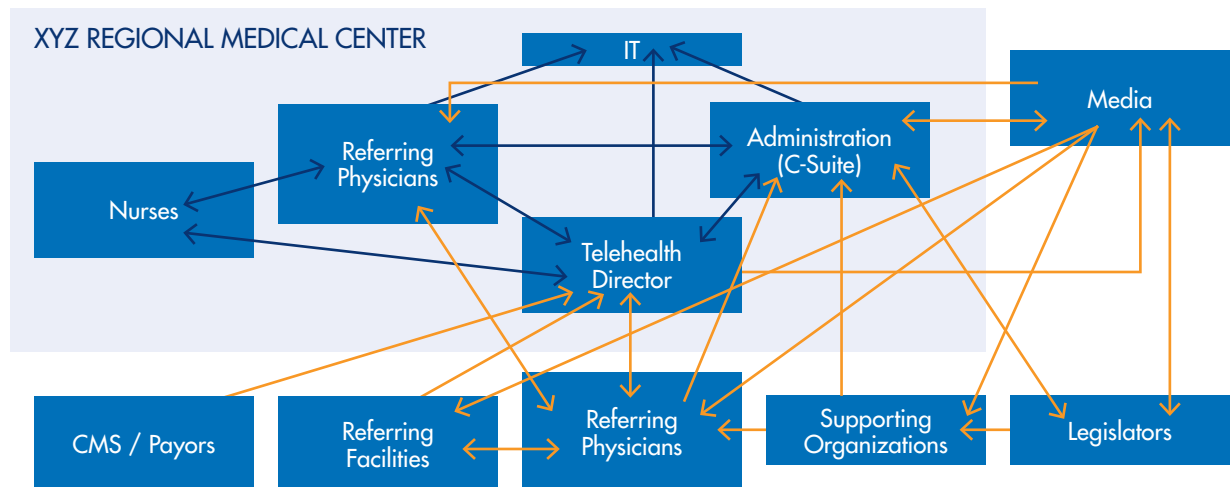


Figure 1: Influencers of Telehealth Awareness, Utilization, and Reputation

The target audiences for our marketing efforts consist of the following constituents:

- **Hospital administration and staff** whose help we need to execute the telehealth program (through funding, advocacy, and actually using the telehealth solution for their patients).
- **Referring providers** who we want to participate in the service (by recommending their patients to take advantage of the service). Providers can be staffed at the hospital, be private practice physicians (e.g. primary care) who refer their patients into the RMC, or can also be clinicians at local nursing homes and long term care facilities.
- **Supporting organizations** who we want to use as channels to publicize and advocate the service to their members. These can be local employers, churches and charities that have close relationships with the local population and are more likely to know about their healthcare challenges.
- **Patients** who we want to use the service.

The map also shows us that the local media has strong influence on hospital administration, legislators, supporting organizations, and referring providers. A key element of our marketing strategy will therefore be to leverage the media to help advocate for telehealth with these other key influencers.

MARKET ANALYSIS: PROBLEMS, ALTERNATIVES, TELEHEALTH SOLUTION BENEFITS

Having selected the marketing targets, the next step is to figure out what we want to speak with them about. Before making the mistake of jumping right into a discussion of telehealth, identify their specific challenges and the options they have for addressing these challenges. Then identify the unique benefits that telehealth can bring by resolving the challenges in ways that the other alternatives do not.

Ensure that the analysis is specific to each target market. A generic analysis is likely to fall flat because it does not dive deep enough into the specific issues for any one targeted group.

In this section, we review each of our top target audiences in terms of the challenges they or their constituents face, the available alternatives for addressing these challenges, and the benefits that the telehealth solution brings to the table.

This section is critical because:

- The **Challenges** inform us on what is really troubling our target audience and causing “pain” or stress that they would welcome help in relieving. Alleviating these issues should be the main talking points of the telehealth solution.
- The **Alternatives** tell us what is directly or indirectly competing with the telehealth solution, so that we can figure out our relative strengths and weaknesses.
- The **Benefits** section helps us see what are likely to be the top benefits of our solution in the eyes of our target audience. Many benefits will overlap across different audiences, while others will be more unique. The goal is to identify the benefits associated with resolving the challenges identified earlier.

HOSPITAL ADMINISTRATION & STAFF

Challenges

- Attracting specialized healthcare resources needed to serve the community effectively.
- Fiduciary responsibilities to the hospital are incompatible with the cost of providing highly specialized care.
- Patients from the community end up at more sophisticated care facilities because they cannot be served at the RMC.

Alternatives

- Continue to provide the same limited level of healthcare services.
- Sacrifice profits and/or other expenses in order to hire more specialists.

Telehealth Solution Benefits

- Provide better healthcare services to the community.
- Keep patients at our facility rather than having to transfer them out just to see a provider.
- Retain revenues for providing care to the local community.
- Showing the community that its local hospital has access to leading edge technology and services.
- Effective stewardship of the hospital.

MARKETING PLAN SAMPLE: XYZ Regional Medical Center

REFERRING PROVIDERS

Challenges

- Patients need the help of specialists that are not in our local community.
- Patient care plans and treatments are delayed because they don't have the time, resources, or funds to see the specialists whose expertise is needed to diagnose their situation.
- Some patients are lost to other providers or facilities because they have to be referred out.

Alternatives

- Keep patients local with limited access to specialists.
- Send patients to far away facilities – which is suboptimal for their quality of life; in addition, many of them don't go anyway and their situation deteriorates.

Telehealth Solution Benefits

- Enable their patients to stay local and not get transferred away.
- Enable their patients to see a specialist more quickly (reducing wait time from months to days).
- Get faster diagnosis to create more effective treatment plans for their patients.
- Use technology on the leading edge of healthcare.
- Retain the patient and the associated revenues.

PATIENTS

Challenges

- Lingering healthcare issues for which they cannot get local help.
- Care is delayed because they cannot take the time off to drive hundreds of miles or many hours to see a specialist.
- Care is delayed because the wait time to see the specialist is many months away.
- Don't want to go far away and leave their support network behind (in case they are required to stay).
- Don't want to go far away for care and put an undue burden on their support network to take time off of work to be with them, etc.

Alternatives

- Try in vain to find someone local who can help.
- Delay care and live with the problem until their situation deteriorates to the point they need to be admitted or they eventually go to see a specialist who is many hours and/or miles away.

Telehealth Solution Benefits

- Access to clinical specialists that are not in their community, but who can address their issues.
- Eliminate long wait times to see specialists who are far away.
- Avoid the costs of having to drive 2-5 hours to see the specialist (time off from work, time away from family, etc.).
- Taking advantage of technology that is at the leading edge of healthcare.

XYZ Regional Medical Center: MARKETING PLAN SAMPLE

SUPPORTING ORGANIZATIONS: EMPLOYERS

Challenges

- Employees are suffering from health problems that they cannot resolve, and it is affecting their productivity.
- When employees take time off for sick leave, it disrupts the shift schedule and affects production and increases costs.

Alternatives

- Let employees live with their situation and let the business suffer the consequences.
- Try to find a way (legally) to replace unproductive employees.

Telehealth Solution Benefits

- Employees stay healthier and more productive.
- Employees need less time off for sick leave if they have local access to healthcare.
- Employee attendance becomes more reliable and predictable.

SUPPORTING ORGANIZATIONS: CHURCHES AND CHARITIES

Challenges

- Members share health issues that are negatively impacting home and work life, and there is nothing the organization can do or recommend to help them.

Alternatives

- Provide consolation and resources to help deal with the symptoms, but not the cause.

Telehealth Solution Benefits

- Members stay healthier and have less life challenges when their healthcare issues can be addressed more quickly.

In summary, the telehealth program is well-positioned to provide a wide variety of benefits for our different audiences. The primary alternative which is the status quo does not provide much benefit.

MARKETING PLAN SAMPLE: XYZ Regional Medical Center

MESSAGE

Bring the elements from the Market Analysis together into guiding messages that can be used in marketing materials. This is where you get closer to “copy” – actual words that will be used in your marketing materials.

How do we want to attract our target? How will we differentiate our offering?

What claims will we make (that we can justify)? Because this solution is in healthcare, be careful that your claims are defensible. In other words, you cannot guarantee patient outcomes, but you can promote the solution as having demonstrated certain outcomes.

To gain the interest of our target audiences, we will use opening messages that ask questions related to the problems they are experiencing.

PATIENTS: “Do you have a healthcare problem that just won’t go away? Are you delaying care because (1) you can’t take the time off to drive 3 hours to see a specialist (2) the wait time to see the specialist is many months away (3) you’re afraid of having to go for care outside our community and end up having to stay? (leaving your family and friends behind or creating another burden on them)”

EMPLOYERS: “Does it seem like your employees are not as healthy as they could be? Is it impacting their productivity or increasing their use of sick leave? Would you like to find a way to help them get the care they need to improve their health, need less time off, and be happier and more productive?”

CHURCHES AND CHARITIES: “Have any of your members spoken with you about health issues that are causing terrible stress on their personal or professional life? Have they delayed treatment because they can’t get help locally and don’t have the time or work flexibility to get the help they need?”

REFERRING PROVIDERS: “Do any of your patients need the help of specialists that are not in our local community? Is their treatment being delayed because they don’t have the time, resources, or funds to get to that care? Are you concerned with losing these patients to other providers or facilities if you refer them elsewhere?”

ADMINISTRATION: “Are you challenged with attracting the healthcare resources needed to serve your community effectively? Does it feel like your fiduciary responsibilities to the hospital are incompatible with the cost of providing highly specialized care? Wouldn’t it be nice to not lose patients to facilities who have more sophisticated care capabilities?”

We will follow up these opening messages with an introduction of our telehealth solution and how it can help. This is where we can talk about the benefits that the telehealth solution can bring to them.

SAMPLE HEADLINES

No matter what the message, we will need attractive headlines to get people to open / read our marketing materials whether these are in the form of emails, brochures, press releases, etc. Below are some ideas for the kinds of headlines we will want to use:

- Your wait time for a neurologist just went down from 9 months to 3 days
- XYZ RMC’s new telehealth program reduces wait time for medical specialists by up to 99%
- “I couldn’t have imagined a better outcome” – a patient’s comeback with the help of telehealth
- Acme Inc. reduces employee sick leave by 25% through cutting edge healthcare
- 5 UC-Davis pediatric specialists make visits to XYZ RMC – over the Internet

RESOURCES

Identify the resources available to support various marketing activities. Resources can be team, financial, etc. Changes in these could affect ability to execute on time, within budget, or in a way that achieves targeted goals.

TEAM

We will leverage the hospital staff as follows:

- IT – Website development
- Marketing – Copywriting (for website, brochures, press releases, etc.), brochure development, organizing Connected Health Media Day, media relations.

FINANCIAL

Our entire marketing budget for the year will be \$1,600, excluding the Connected Health Media Day which will be funded separately by Administration after further details are ironed out.

MEDIA

Identify the means by which we will reach our target audiences with our message. Explain why specific activities have been chosen over others.

We have many options for getting the word out about the new program.

We have evaluated the various options according to the following criteria:

- Skills / resources to execute
- Time and effort required
- Potential Impact
- Cost

Our analysis indicates that the top opportunities consist of the following:

- Web site
- eNewsletter
- Brochures
- Press Releases & Articles
- Satisfaction Surveys (from Patients, Clinicians, and Administration)
- Connected Health Media Day
- Social media
- Face-to-face visits

The underlying strategy in all the marketing efforts is to consistently communicate the benefits of the solution, over and over, so that the message drives home. The intent is that at the point that a member of our target audience comes across an opportunity to talk about, use, or recommend telehealth versus another option, they will actually recall (1) that the telehealth option exists and (2) the benefits of the solution. These should be lodged in their mind powerfully enough for them to choose or at least consider the telehealth option.

MARKETING ACTIVITIES

Provide a summary of the key marketing activities. Include information on each activity that could be easily compared across activities. These can include: Description, Objectives Served, Target Audiences, Frequency, Metrics for Success, Resources Involved, and Budget.

Each Marketing activity has been laid out in terms of the following components:

- Activity
- Brief Description
- Objectives served (e.g. Visibility, Utilization, and / or Reputation)
- Target audiences – which audiences will be the beneficiaries of this marketing activity
- Frequency – how often this particular activity will take place
- Metrics for success – how we will measure successful progress on the activity
- Resources involved – which human resources will be involved in the activity
- Budget – both startup costs and operating costs are estimated

The table at right provides a detailed view of these elements for the different activities we have identified.

Activity	Description	Objectives Served			Target Audience(s)	Frequency	Metrics for Success	Resources Involved	Budget	
		Visibility	Utilization	Reputation					Startup costs	Ongoing costs
Website	Include overview of telehealth program, team, providers, technology, and benefits. Also include contact info and sign-up form to receive eNewsletter.	x			Patients, Hospital Administration, Referring Providers, Supporting Organizations	Ongoing updates as needed	# of Visitors # Signing up for newsletter	Telehealth Director, IT	\$200-\$1,000 extended RMC website to include Telehealth Section	\$0 (use existing website)
eNewsletter	Using Constant Contact to send out info on telehealth benefits, technology, consulting physician profiles, and success stories.	x	x	x	Patients, Hospital Administration, Referring Providers, Supporting Organizations	Monthly	# of subscribers Open rate	Telehealth Director, IT	\$0	\$10-\$30 / month
Brochure – general	Printed brochure or flyer that explains telehealth and its benefits to patients.		x	x	Patients, Supporting Organizations	One Time	# of people contacting us for more info	Telehealth Director, Marketing	\$20-\$1,000 depending on # of reprints and quality of material / design	\$0
Brochure – referring providers	Printed brochure or flyer that explains telehealth and its benefits to providers and their patients.		x	x	Referring Providers	One Time	# of people contacting us for more info	Telehealth Director, Marketing	\$20-\$500 depending on # of reprints and quality of material / design	\$0
Press Release	Stories that highlight the local healthcare problem and the solution. Use patient stories to convey the message. Press releases will also be posted on the website	x		x	Patients, Hospital Administration, Referring Providers, Supporting Organizations	2-3 / year	# of people contacting us for more info	Telehealth Director, Marketing	\$20-\$750 / release depending on length and outlet used	\$0
Satisfaction Survey – Patient	How would you rate the experience (1-10)? Would you recommend it to a family member or friend (1-10)? What can we do to improve it?		x	x	Patients, Hospital Administration, Referring Providers, Supporting Organizations	Per encounter	Satisfaction score	Telehealth Director	\$0	\$0
Satisfaction Survey – Clinician	How would you rate the experience (1-10)? Would you recommend it to a colleague (1-10)? What can we do to improve it?		x	x	Hospital Administration, Referring Providers	Every 6 months	Satisfaction score % that would use it again	Telehealth Director	\$0	\$0
Satisfaction Survey – Administration	How would you rate the success of the telehealth program (1-10)? What benefits do you see?		x	x	Hospital Administration	Annual	Satisfaction score % that can identify telehealth benefits	Telehealth Director, Administration, Marketing	\$0	\$0
Connected Health Media day	Event designed around showcasing and demonstrating the new solution. Will include administrators. Will also have specialists from UC-Davis on by video-conference to talk about what they do during a consult.	x	x	x	Patients, Hospital Administration, Referring Providers	Annual	# of Attendees # Signing up for newsletter	Telehealth Director, Marketing, Administration	TBD	\$0
Guest article in local paper	Stories that highlight the local healthcare problem and the solution. Use patient stories to convey the message. Guest articles will also be posted to the web site.		x	x	Patients, Hospital Administration, Referring Providers, Supporting Organizations	2-3 / year	# signing up for newsletter	Telehealth Director, Marketing	\$0	\$0
Social media	Videos on YouTube profiling consulting physicians, participating clinicians, benefitted patients, and technology in use. Links embedded in web site.	x		x	Patients, Supporting Organizations, Referring Providers	At least 1 / quarter	# signing up for newsletter # of Views	Telehealth Director, Marketing	\$0 (possible video production costs)	\$0
Face-to-face visits	In-person visits with referring providers, supporting organizations, and administrators to talk about the problems that the telehealth solution will address and to alleviate questions and concerns	x	x	x	Hospital Administration, Referring Providers, Supporting Organizations	As many as possible	# of people contacting us for more info	Telehealth Director	\$0	Minimal local travel expenses
Conference attendance	The regional rural health association's annual conference in July will be a good place to network and pick up best practices. We will also attend the CTN annual conference in April.	x	x		Supporting Organizations	Annual		Telehealth Director	\$750/conference	\$0

MARKETING ACTIVITY DETAILS

For specific marketing activities that require more details, provide them in this section. For example, for a website, include more info about the content that it could include. The previous section provided a brief description of the key marketing activities. In this section, we look at some of the key activities in more detail.

WEBSITE

The web site is intended to be useful to all of our target audiences – patients, providers, internal administration and staff, and supporting organizations.

The site will be a one-stop resource for information about:

- The clinical services offered
- Profiles of the physicians (and other clinical specialists) who will be providing telehealth services
- Stories of how telehealth has changed people's lives
- Telehealth technology (as demonstrated by YouTube videos embedded on the website)
- Telehealth benefits (broken out by different constituents)
- How to get started
- Articles that highlight demonstrated proof that telehealth works both clinically and economically
- Links to resources for info on telehealth (e.g. CTRC, CTN, American Telemedicine Association)
- The telehealth team
- Contact info

The site will also include a sign-up form for people to receive our telehealth newsletter.

The intent of the website is to:

- Make patients more comfortable with using the service
- Make referring providers more comfortable with recommending that their patients take advantage of the service
- Make supporting organizations more comfortable with recommending the service
- Help administrators better understand the program so that they support the telehealth program through continued/increased funding and general advocacy
- Help internal staff better understand the program so that they support the telehealth program through continued participation and advocacy
- Get website visitors to sign up for the newsletter

While this is a lot of content to develop, it will serve multiple purposes. Portions of the content can be re-used for other media as well – for brochures, flyers, presentations, videos, etc.

NEWSLETTER

The newsletter will provide a continuous drip of the content that is already available through the website. This way, people don't have to remember to visit the website to get more info. The newsletter will also provide new information as it develops. For example, new clinical disciplines being added to the program, or patient success stories.

The benefit of the newsletter is that it maintains continuous communication with subscribers. As a result, the telehealth program will be front and center when it comes time for a subscriber to consider a healthcare situation where telehealth could be of use.

XYZ Regional Medical Center: MARKETING PLAN SAMPLE

BROCHURE

The brochure will serve as a leave behind for supporting organizations to remind them of the telehealth program. Because of budget limitations, this will likely be in the simple form of a 1-page 4-color flyer, front-and-back. It will contain essential info about clinical specialties covered, benefits, success stories, a few testimonials, and how to get access to the program.

PRESS RELEASES / GUEST ARTICLES IN NEWSPAPERS

The goal of the press release and guest articles is to raise broad awareness for the program and to develop a strong relationship with the media. Ultimately, we would like to use the print-based outreach as an avenue to get exposure through our local TV and radio stations.

CONNECTED HEALTH MEDIA DAY

This 3-hour “open house” is designed to introduce telehealth to the community by way of a big event. It will involve press releases and other media announcements leading up to the event. We will try to have 2 or more of the consulting physicians available through the telehealth video-conferencing system to talk about how they do consults and share some success stories. We will encourage the public to stop by and see a demonstration of the new technology – and to virtually meet some of the physicians.

Attendees will also be provided an opportunity to sign up for the newsletter or pick up a brochure.

Additional goals for the event:

- Get business sponsors to provide food and drinks (which always bring in people)
- Have legislators from the city, county, and region in attendance.

SATISFACTION SURVEY

Satisfaction surveys will be our primary means of getting direct systematic feedback on the success of our program. This needs to be holistic in that we will solicit feedback not just from patients (as is typical), but also from clinicians that participate in the program, and even from administration.

Survey results will be used for both external marketing efforts (info on website or in press releases) and internal marketing efforts (presentations to administration and staff).

SOCIAL MEDIA

Our initial target for social media is YouTube. It is a popular multi-media site where we can create our own channel for free. We can also embed videos from our YouTube channel into our own website – thereby, getting more leverage out of the work already done to create the videos. Ideas for videos include:

- Patient success stories
- A demo of how the telehealth technology works
- Testimonials from staff who have used the technology
- Interviews with physicians who provide telehealth consults

FACE-TO-FACE VISITS

Face-to-face visits are critical for educating and creating comfort for telehealth with supporting organizations like local churches, the local HIV/AIDS support center (for Infectious Disease consults), EMS, local mental health counselors, and the region’s top employers.

We will sit down with them to talk about the challenges in their environment and identify ways that telehealth could help them out. We will provide brochures as a leave behind.

MARKETING PLAN SAMPLE: XYZ Regional Medical Center

SUCCESS METRICS

Marketing activities should produce measurable results. This is the section for describing how each marketing activity will be rated in terms of success. While the Marketing Activities Summary will identify success metrics each individual activity, this section will aggregate all success metrics across these activities (as some metrics will be served by multiple activities). In addition, identify the targeted value of these metrics and the various activities that contribute to each metric.

Below are our success metrics and targets:

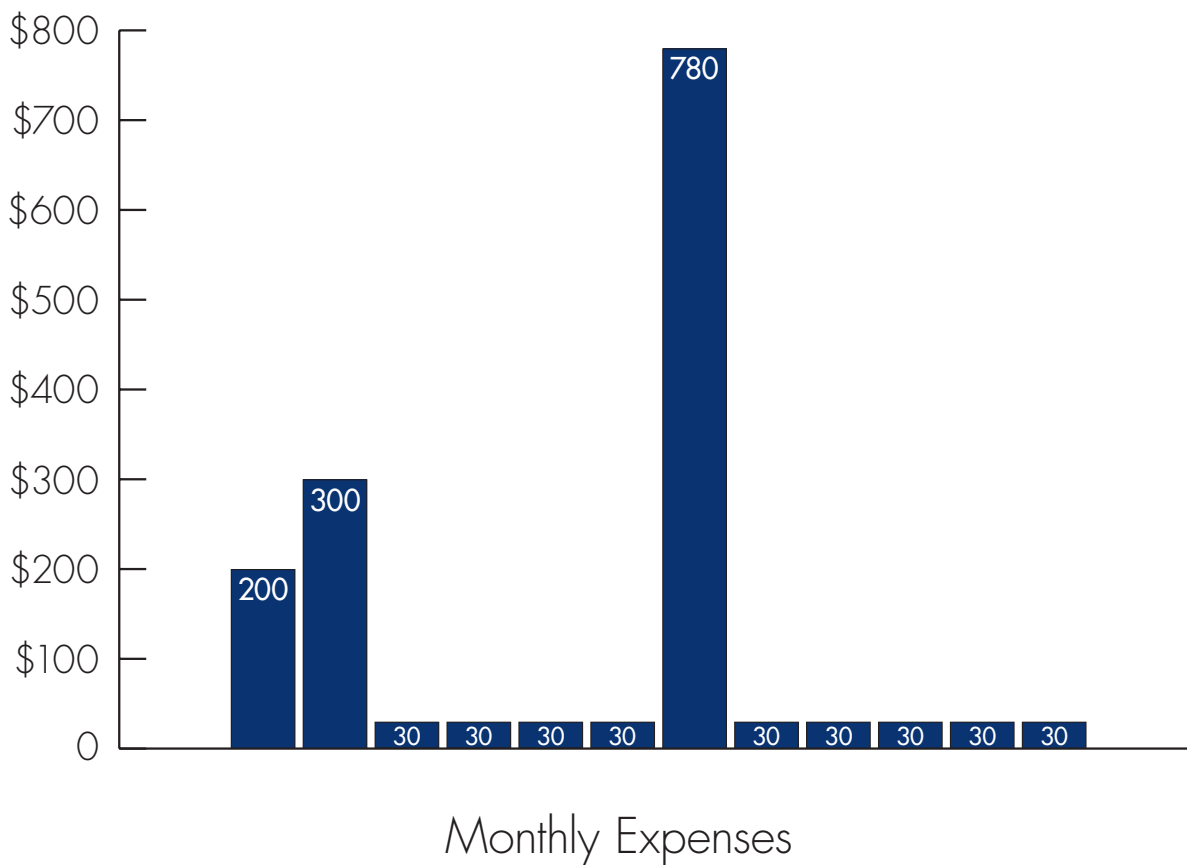
METRIC	TARGET (1st year)	ACHIEVED THROUGH
# Website visitors	1,000	Google Analytics installed on website, Calls to Action that drive people to the website.
# Sign-ups for newsletter	250	Website, newsletter shares, brochures, social media
Open rate	25%	Newsletter content
# People contacting us for more info	50	Website, Brochures, Press releases, face-to-face visits
Satisfaction score: Patients	90%	Survey
Satisfaction score: Clinicians	80%	Survey
% of clinicians that would use telehealth again	90%	Survey
Satisfaction score: Administration	80%	Survey
% of Administrators that can identify at least 3 telehealth benefits	75%	Survey
# Views in Social Media	300	YouTube metrics

FINANCIALS

Summarize the financial outlay for the marketing plan. Break it out in different ways if possible – by month, by activity, by capital costs vs. operating costs.

The total budget for this plan is \$1,550.

Below are the projected monthly marketing expenses for the program:





CALIFORNIA TELEHEALTH RESOURCE CENTER

Your resource for telehealth success

California Telehealth Resource Center (CTRC), California Telehealth Network's partner association and **one of the country's leading resources for telehealth education, expertise, and program implementation guidance**, is your go-to source for unbiased telehealth information, serving health care providers, health systems, clinics, government agencies and others interested in telehealth.

SERVICES INCLUDE:

- Consultation before and during program development
- Training videos for all members of the program team including administrators, telemedicine coordinators and clinical presenters
- Telehealth development guides that incorporate up-to-date best practices for telehealth in convenient easy-to-read publications
- The CTRC Telehealth Program Developer Kit—a fool-proof, step-by-step guide for developing your Telehealth program
- Hands-on resources for organizing and managing a Telehealth program including practice guides, policy and research reports, presentations and a library of templates
- Accredited certifications in partnership with the National School of Applied Telehealth for Clinical Presenters and Telemedicine Coordinators
- Ever growing list of California Telehealth specialty providers



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