



ROOTED IN CLE

for our patients, our people, our organization,
our community



BRAZEN PR

bold. courageous. audacious.



NICOLE ZAHN
ACCOUNT EXECUTIVE



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CREATIVE DIRECTOR

To be brazen is to be bold, courageous and audacious - three words that define Brazen PR.

At Brazen PR we are dedicated to facing each communication challenge as a new frontier, an opportunity to put our creative minds to the test and develop innovative, logical and strategic solutions.



DANIELLE JOHNSON
LOGISTICS & FINANCE



NICK KOTCH
LEAD EDITOR

Our agency focuses on bridging the gap between organizations and their audiences. We seek to find the gap and fill it, forging lifelong relationships and bringing clients into a bold new future.



MALCOLM MURRAY
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WRITER & EDITOR

We're committed to developing strategic communication that leaves a lasting impression. Our mission is to work with clients to achieve their goals and prepare them for success in the future by giving them the tools to properly know, reach and communicate with their target audiences.





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EXECUTIVE SUMMARY

Cleveland Clinic is a multispecialty, academic medical center priding itself on being the No. 2 hospital in the nation. As a nonprofit organization, the institution provides necessary requirements to maintain its not for profit status within the seven-county market of Cuyahoga, Lorain, Medina, Summit, Portage and Geauga Lake.

While Cleveland Clinic continues to expand locally and internationally, its surrounding neighborhoods experience poverty and health disparities without receiving opportunities to improve them. They look in their backyard and see an expanding institution treating over 100,000 patients they feel does not provide community benefit from its tax exempt status.

Cleveland Clinic challenged Brazen PR to create a one-year campaign to improve its relationship with the Cleveland community by connecting with them as patients, donors, caregivers and neighbors. The challenge also includes identifying ways to improve internal and external messaging to ensure audiences have a positive perception of Cleveland Clinic.

Brazen PR conducted secondary research to gain insight on the internal and external factors contributing to negative perceptions. An analysis of findings were obtained from prior focus groups and surveys among Cleveland Clinic caregivers, and various articles and news sources identifying challenges facing Cleveland communities, current social media usage and competitor trends. Brazen PR also conducted one focus group with Cleveland Clinic caregivers and multiple in-depth interviews with community members and partners to identify suggested opportunities for Cleveland Clinic to engage with.

With these opportunities, Brazen PR created the **Rooted in CLE** campaign supported by research, consideration and strategic thinking. The campaign is devoted to creating a personal persona for Cleveland Clinic, expanding current partnerships and implementing community aid and volunteer initiatives for backyard neighbors.





SITUATION ANALYSIS

CLIENT OVERVIEW

Since the founding of Cleveland Clinic, the institution has seen numerous advancements in medical research, treatments and overall growth to better serve its patients and surrounding communities. As a healthcare pioneer, Cleveland Clinic serves as a nonprofit, multispecialty hospital focused on research and education. As of 2017, Cleveland Clinic has had 7.6 million outpatient visits, provided \$809 million in community benefit and \$17.8 billion in economic impact.¹

Cleveland Clinic's core mission is to provide better care of the sick, investigate into its problems and further education of those who serve. Cleveland Clinic's new CEO Dr. Tomislav Mihaljevic began his term in 2017 by ushering a new Cleveland Clinic foundation with the four pillars of caring: **care of its patients, caregivers, organization and community**. To maintain these new goals, standards and pillars, Cleveland Clinic focuses on a culture of **quality, innovation, teamwork, compassion and integrity**.

STRENGTHS

Cleveland Clinic is nationally recognized and established around the world.

Due to its extensive research, medical care and education efforts, Cleveland Clinic has been honored with many awards, named second best hospital in the nation by U.S. News and World Report and ranked nationally No. 1 in cardiology and heart surgery. Cleveland Clinic is also ranked top three in the nation in the areas of gastroenterology, nephrology, urology, endocrinology, gynecology, orthopedics, pulmonology and rheumatology.²

Cleveland Clinic's success has been influential in mass marketing and building a national and global presence with facilities in Florida, Nevada, Abu Dhabi and London. The institution is recognized and respected worldwide within the healthcare industry.

In community member and Cleveland Clinic caregiver interviews, Cleveland Clinic's national success was recognized and mentioned repeatedly. Church of the Covenant Pastor and Head of Staff Amy Redwine said, "A lot of people who attend our church have confidence in Cleveland Clinic and feel they receive world-class care."

Cleveland Clinic has many facilities, employees and extensive financial backing for research and education.

Cleveland Clinic is a large economic booster for its local communities employing over 50,000 caregivers. Cleveland Clinic's emphasis on research, including 700,000 square feet of research space and a budget of \$260 million for the Lerner's Research Institute, allows Cleveland Clinic to pave the way in medicine. The institution's primary medical innovations include closed-loop insulin delivery and treatment for sleep apnea.

Cleveland Clinic has more than 150 outpatient locations in Northern Ohio, including 18 full-service family health centers and three health and wellness centers. Cleveland Clinic also hosts Lerner's College of Medicine with 160 students enrolled on the path to receive their M.D. degree with an emphasis on clinical research. Cleveland Clinic's resources are built into its company structure allowing for continuous growth and innovation, setting the scene for the hospital to be a healthcare pioneer locally, nationally and internationally.

Cleveland Clinic invests initiatives into community programming, engagements and sponsorship for local Cleveland residents and organizations.

Cleveland Clinic provided \$809 million to community benefits in 2017 including research, education and charity care. The Let's Move It![®] initiative is Cleveland Clinic's strategy for improving the overall well-being of residents in the communities it serves by positively taking initiative for advocacy and policy, healthy lifestyles, education and economic vitality.³

To continue supporting healthy lifestyles, Cleveland Clinic houses a local farmer's market on its main campus offering fresh food options for caregivers and community members. Cleveland Clinic's educational initiatives include numerous programs, such as Adventures in Health Science and Medicines and eXpressions[™], for students from kindergarten to high school.

¹ <http://bit.ly/2loiZja>: State of The Clinic 2017

² <https://cle.clinic/2qfRDUG>: 2016 Year-End Facts and Figures

³ <https://cle.clinic/2HleyFy>: 2017 State of the Clinic





Cleveland Clinic's website states, "our team is connecting residents with the resources, programs and organizations that will empower them to transform their lives and communities through academic achievement, career preparedness, partnership opportunities, collaboration, advocacy, wellness and preventive healthcare." These programs and resources include Famico's Foundation, Langston Hughes Community Health and Education Center and the Greater Cleveland Food Bank. The Famico's Foundation helps get residents into home ownership through resident services and neighborhood outreach. Famico's also grants money to surrounding areas for community benefit programs.

WEAKNESSES

Cleveland Clinic's communication practices are not supporting those communities without ease of technology access.

Cleveland Clinic promotes its news and information about programs and initiatives through digital strategies; however, audiences such as those at Langston Hughes, do not engage with online platforms like social media and mobile applications to retrieve Cleveland Clinic news. Based on in-depth interviews with residents near Cleveland Clinic's main campus, business managers and education centers, Brazen PR found these audiences prefer **word-of-mouth** and **face-to-face** strategies to receive news and information. Relevant information is provided to these communities through Cleveland Clinic digital media yet remains an untapped resource for those not online.

Media relations efforts focused on community relations is not prominent.

From focus group and in-depth interview findings, external publics and internal Cleveland Clinic caregivers feel they do not receive news and information regarding Cleveland Clinic's local community aid initiatives. For example, a caregiver in Cleveland Clinic's marketing department noted they only receive national news from Cleveland Clinic's intranet or their department manager. A nonprofit business leader stated during its partnership with Cleveland Clinic, no information regarding local partnership programs and initiatives was released to the community.

Brazen PR found these audiences do not feel Cleveland Clinic events and programs are communicated to them unless they are patients, or the news is nationwide. From Cleveland Clinic's online newsroom and previous media coverage, there is opportunity to expand media relations efforts to create more awareness regarding programs and events to local communities.

Social media and online platforms are focusing primarily on one-way communication.

Brazen PR's social media audit and listening report⁴ show Cleveland Clinic's social media channels are successful in terms of building a large following and establishing itself as a healthcare resource. Although Cleveland Clinic's shared content is primarily focused on health topics, its social media strategies are geared toward one-way communication.

Cleveland Clinic's one-way communication efforts include primarily posting videos and articles on its Facebook and Twitter accounts linking to its health-focused blog, Health Essentials. Due to insufficient relatable curated content, the blog sharing strategy has a less than one percent engagement rate. There are opportunities for further relationship building with Cleveland Clinic's online followers by joining conversations, providing transparent responses to specific individuals and posting more written rather than shared content.

OPPORTUNITIES

There is opportunity to create visual, interactive stories to engage audiences.

Residents and patients strongly benefit from Cleveland Clinic's community outreach services and programs offered at Langston Hughes, but it is rare those impact stories are published to social media or by local news. There is opportunity for stories illustrating Cleveland Clinic's frequent events and programs such as the Minority Men's Health Fair, eXpressions™ and Adventures in Health Science and Medicine. These programs generate genuine stories of change and impact in community member's lives and are examples of how Cleveland Clinic provides external aid.⁵

⁴ For the full listening report and social media audit, see page 41
⁵ <https://cle.clinic/2hzT18J>: Cleveland Clinic Civic Education eExpressions





In a focus group with Cleveland Clinic caregivers, one caregiver stated, “We do a lot of things for the community, but the residents don’t see it; they just see flash.”

Finding ways to clearly define Cleveland Clinic’s mission and plans for patients, surrounding communities and caregivers and distributing desired information would increase recognition of Cleveland Clinic’s community involvement.

Increase online engagement to create a brand persona that is both community-driven and personable.

Cleveland Clinic typically remains silent during online conversations by not responding to audiences asking questions or tagging the institution. Community members engaged on social media expect large institutions, especially Cleveland Clinic, to personally engage and create relationships with them. To eliminate the silence, there are opportunities to create consistent engaging content and protocols for social media accounts that will amplify Cleveland Clinic’s brand from one that is a healthcare resource, to one that is personable, informative and community-driven.

Educate and motivate caregivers to further engage with community members.

One of Cleveland Clinic’s greatest strengths is its caregivers. A multitude of caregivers encounter patients and community members daily, granting them the opportunity to leave a lasting impression on those they serve. Utilizing these caregivers as ambassadors by arming them with knowledge about patient and community resources provides an opportunity to expand that knowledge to patients and community members. Utilizing an ambassador program would improve perceptions and create a friendly face for the institution.

THREATS

Cleveland Clinic receives negative online sentiment from community.

After conducting a listening report,⁶ Brazen PR found multiple negative mentions toward Cleveland Clinic. For example, a Twitter thread from a community member shows negative sentiment about Cleveland Clinic’s lack of involvement in the community, specifically concerning public transportation.⁷ The listening report also showed negative sentiment regarding opportunity corridor. A recent blog post showcased controversy about the project and distrust among community members.⁸

Massachusetts pediatrician Dr. Daniel Summers criticized Cleveland Clinic in a Washington Post column for promoting “pseudoscience” methods of medical treatment to its online audiences. Specifically citing Cleveland Clinic’s TRIM-LIFE weight management program and multiple tweets stating eating spinach can lead to a firm bottom and cayenne pepper can lower blood pressure. Cleveland Clinic issued no response leaving these accusations open to ridicule and confusion concerning its transparency.

Cleveland Clinic’s frequent building expansion makes community members feel voiceless in the decision.

From interviews with Famico’s Foundation and Fairfax Renaissance, Brazen PR discovered a sense of resentment from Cleveland Clinic’s fast-paced growth and having no say in the decision. In addition, residents also feel Cleveland Clinic takes portions of neighborhoods away and does not provide further aid resulting in a disconnect between the community and Cleveland Clinic.

Negative community perceptions of large nonprofits hospitals may affect Cleveland Clinic.

This is a national perception issue involving large nonprofit hospitals in low-income communities, not just for Cleveland Clinic. When Cleveland Clinic closed its Lakewood inpatient care unit, it was criticized for caring more about profit and less about community needs. A client meeting attendee stated Cleveland Clinic reaches out to the community in many ways, but the community still asks for more that is unattainable for Cleveland Clinic, such as asking to fill potholes around the city.⁹

⁶ For the full listening report and social media audit, see page 41

⁷ <https://bit.ly/2uXXrqV>: Community member Twitter thread

⁸ <https://bit.ly/2Hy8jyE>: Opportunity Corridor Blog

⁹ <https://bit.ly/2EqqB2c>: cleveland.com Lakewood lawsuit



PROBLEM STATEMENT

Cleveland Clinic frequently receives negative feedback from community members, government officials and national media alleging its expansion. Although Cleveland Clinic has made its mark in being nationally recognized, the health system questions whether it is providing enough local community aid.

GOAL STATEMENT

Brazen PR aims to decrease local negative perceptions of Cleveland Clinic through community outreach programs and by creating a more authentic and transparent online presence.

OBJECTIVES

- 1 To increase positive community perceptions by 17 percent among communities within a three-mile radius of Cleveland Clinic main campus by Jan. 1, 2019.

Evaluation

To evaluate Cleveland Clinic's community perceptions, a philanthropy survey, similar to the one distributed in 2013, will be electronically sent to communities in the three-mile radius. The survey will be distributed utilizing email listservs previously collected by Cleveland Clinic along with listservs collected through volunteer and community aid programs. In 2013, 38 percent of residents in Cuyahoga County rated Cleveland Clinic as being highly engaged in the community. Brazen PR aims to increase perceived engagement to 55 percent.

- 2 To increase online engagement rates by curating and sharing content among three Cleveland Clinic digital channels by June 1, 2019.
 - **Facebook**
 - The current average engagement rate including likes, comments, shares and followers is **0.018 percent**.
 - Measure: engagement rate increase to **0.03 percent** by June 1, 2019.
 - **Twitter**
 - The current average engagement rate including favorites, replies, retweets and followers is **0.025 percent**.
 - Measure: Increase engagement rate to **.05 percent** by June 1, 2019.
 - **Community Essentials Blog**
 - Community Essentials will be introduced in July 2018.
 - Measure:
 - Receive **100 unique page visits** within the first month of launch.
 - Increase page visits by **five percent** every three months within the first year of launch.

Evaluation

To evaluate online engagement, social media analytic tools including Google, Facebook and Twitter Analytics will be used weekly. Analytics will be compiled into a monthly report and will include metrics such as engagement rates, unique visitors and top posts to guide content strategy.

- 3 To strengthen the relationship between Cleveland Clinic and high-school students in the Cleveland Metropolitan School District by April 2019.

Evaluation

An online survey will be distributed to high school students in the Cleveland Metropolitan School District to create a baseline of student's perception of Cleveland Clinic and Cleveland Clinic's relationship with the community. The survey will be distributed yearly to determine changes in perception and evaluate success.



AUDIENCES

PRIMARY AUDIENCES

Cuyahoga County residents within a three-mile radius of Cleveland Clinic main campus

Cuyahoga County expressed the most negative feedback toward Cleveland Clinic, specifically Cleveland Clinic's backyard neighbors including Fairfax, Glenville, Hough, Central, East Cleveland and Kinsman. These residents are most affected by Cleveland Clinic's building expansions; however, benefit greatly from community initiatives and educational programs such as the Langston Hughes Community Health and Education Center, Stokes Scholars and Pocket Parks.

Cleveland Metropolitan School District high school seniors

There are 39 high schools in the Cleveland Metropolitan School District with approximately 2,700 seniors.¹⁰ High school students make up a large portion of Generation Z. From secondary research, Brazen PR found Generation Z to be inspired by philanthropy and takes proactive measures in shaping public perceptions.¹¹ This generation is known for their competitive edge, making them an ideal demographic to target for a high school competition.¹²

Cleveland Clinic main campus clinical caregivers

From focus groups, Brazen PR discovered Cleveland Clinic clinical caregivers have consistent contact with community members and are likely to be recognizable faces within the community. Findings also conclude many Cleveland Clinic caregivers volunteer on their own time more frequently than under Cleveland Clinic's banner. Outside of providing care, these caregivers are responsible for educating communities about Cleveland Clinic's healthcare resources and its health and community enhancement initiatives.

SECONDARY AUDIENCES

Cleveland Clinic main campus administrative caregivers

Focus groups revealed Cleveland Clinic administrative caregivers are unaware of community initiatives outside of the more frequently attended programs and events such as Men's Minority Health Fair and the annual Heart Walk. Due to this lack of awareness, administrative caregivers are not receiving key information to share with others to reach external audiences.

Cleveland Clinic local media

From primary research, focusing on these audiences is effective due to their current relationships with Cleveland Clinic. Although Cleveland Clinic has a media relations team, its tactics could be extended to further reach local media such as cleveland.com and WKYC. Currently, major feature stories about local events and community happenings are not reaching local media for Cleveland Clinic prospects to become aware of.

Cleveland Clinic community partnerships

In-depth interviews emphasized creating stronger relationships with Cleveland Clinic's partners, such as Famico's Foundation, Fairfax Renaissance and community influencers, could increase positive perceptions and create awareness about Cleveland Clinic's community aid. By strengthening relationships with partnering organizations Cleveland Clinic can better reach its local audience.

¹⁰ <https://bit.ly/2IEEBqH>: Ohio Department of Education, Enrollment Data

¹¹ <https://bit.ly/2jD3qdC>: Generation Z: Who We Are

¹² <https://bit.ly/2HzHs53>: 8 Ways Generation Z Will Differ From Millennials In The Workplace



KEY MESSAGES

- 1 Rooting for Cleveland.
- 2 One community, many stories.
- 3 Branching out to connect with our neighbors.

THEME

Cleveland Clinic has expanded both nationally and internationally to help those in need, while not forgetting the city that helped it become the No. 2 hospital in the nation. From research, Brazen PR found Cleveland residents do not feel Cleveland Clinic keeps community members in mind when expanding. Residents feel voiceless and believe Cleveland Clinic does not provide enough community aid. With this campaign, Brazen PR aims to prove to the Cleveland community that Cleveland Clinic has not forgotten its home by creating more opportunities to provide for and engage with them. It is, and always will be, **Rooted in CLE.**

STRATEGIES

- 1 Use face-to-face communications and internal resources to build and increase community relationships.
- 2 Use creative storytelling to develop a brand persona educating the Cuyahoga County community about Cleveland Clinic news, events and programs.
- 3 Use a competition-based program to inspire Cleveland Metropolitan School District seniors to improve their community through Cleveland Clinic.



TACTIC ONE

COMMUNITY COMPANIONS

To bridge the gap between Cleveland Clinic and neighboring communities, Community Companions will be created. This program will feature 20 Cleveland Clinic main campus registered nurses in five teams of four caregivers. Nurses will have the opportunity to dedicate one day a week to their Community Companion role as part of their salary. Brazen PR's goal is to establish a friendly and resourceful presence in communities within the three-mile radius.

COMPANION DUTIES:

- Serve as the face of Cleveland Clinic and build relationships with the community.
- Visit local community centers to educate community members about Cleveland Clinic programs.
- Host frequently scheduled healthcare events.
- Volunteer within assigned communities, including Glenville, Hough, Fairfax, Central, East Cleveland and Kinsman.

Brazen PR recommends Community Companions be overseen by **Sr. Director of Government & Community Relations, Health Affairs - Community Relations, Vickie Johnson.**

THREE PHASES OF IMPLEMENTATION:

Recruitment

To recruit Community Companions, interest forms will be distributed to Cleveland Clinic main campus registered nurses. Additionally, department managers will have the opportunity to recommend qualified candidates through endorsement forms. Cleveland Clinic and Brazen PR will collaborate to conduct candidate interviews. Brazen PR will focus on providing internal communication and promotion of the program.

Training

Monthly training meetings will begin September 2018 and take place in a Cleveland Clinic meeting room. Communication regarding training will be distributed via email.

Each team will have a Rooted Hub within their designated community, a place where community members can gather with Community Companions to ask questions and receive further information. Companions will be equipped with flyers and brochures to distribute at attended events to spread awareness through grassroots marketing.

Rooted Hub suggestions:

- Libraries
- Community centers
- Local high schools
- Recreation centers

Training materials include:

- History of assigned community
- List of Cleveland Clinic medical resources and how to acquire medical aid
- FAQ sheet to be prepared when asked non-clinical related questions
- List of job duties and obligations
- List of monthly goals

Implementation

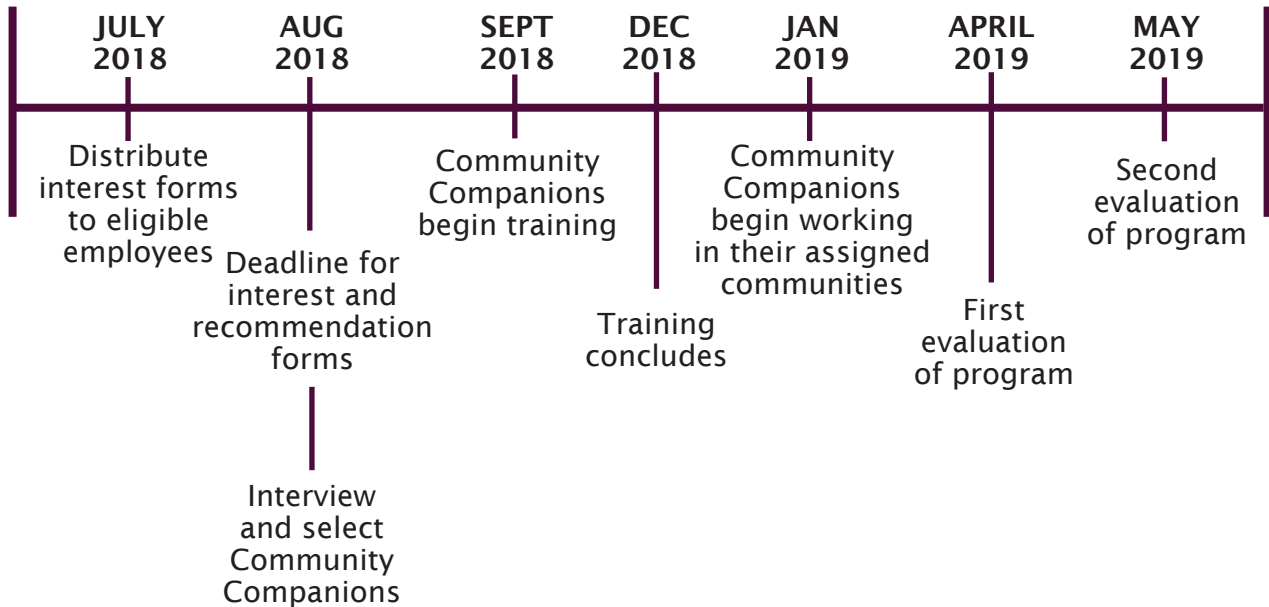
By Jan. 1, 2019, all Community Companions will be trained and familiarized with their designated community. Teams will then begin attending community events introducing themselves to community members and establishing their presence as a personal resource.



TACTIC ONE

COMMUNITY COMPANIONS

TIMELINE



RATIONALE

From interviews with community members and caregivers, Brazen PR found Cleveland Clinic is lacking personal relationships with its community. Residents remain concerned about not receiving knowledge regarding Cleveland Clinic healthcare and financial resources. The Community Companions program will provide healthcare education and communication tools for those feeling disconnected from Cleveland Clinic. Providing consistent faces for these communities will motivate and educate those with any healthcare or Cleveland Clinic related questions, comments or concerns.

EVALUATION

Brazen PR will evaluate the Community Companions program by distributing weekly electronic surveys to Community Companion teams following attended events. Evaluations will measure success in terms of number of community members reached, resources distributed and actions taken at events such as community members scheduling appointments or registering for screenings. Evaluations will also measure barriers to success such as negative sentiment from community interactions or issues with location and community reception. Additionally, Community Companions will be responsible for distributing **semi-annual surveys** to their designated community assessing program awareness and effectiveness of community events and identifying possible areas for growth and change.



TACTIC TWO

ROOTED IN RESPONSIBILITY TOOLKIT

To encourage volunteerism, an internal caregiver volunteer toolkit, Rooted in Responsibility, will be implemented. The toolkit will be located on Cleveland Clinic's intranet including informational resources and volunteer opportunities. Initial communications introducing the toolkit will be delivered via email and print materials from department managers to caregivers explaining toolkit logistics and volunteer rewards. The incentive of one paid time off day will be provided to caregivers for every 40 hours of volunteer service they log.

Toolkit Inclusions:

- Calendar of local community service events including links to registration
- Community service event log tracking hours and location
- Volunteer t-shirt order form
- Post-event surveys

RATIONALE

From the internal caregiver focus group, Brazen PR found Cleveland Clinic caregivers complete more individual amounts of volunteering rather than primarily for Cleveland Clinic. Majority of focus group participants showed interest in volunteering and would like more provided opportunities to do so. The Rooted in Responsibility toolkit is intended to motivate caregivers to engage in more Cleveland Clinic volunteer initiatives.

EVALUATION

For the first year of implementation Brazen PR encourages at least 500 Cleveland Clinic caregiver volunteers. Success of Rooted in Responsibility will be evaluated by the number of Cleveland Clinic caregivers registered for community service events, as well as a quantitative survey following volunteer initiatives.



TACTIC THREE

COMMUNITY ESSENTIALS BLOG

The Community Essentials blog will serve as an online tool sharing newsworthy community, caregiver and patient stories on social media. This blog will serve as a host site for Community Companion stories, featuring Companion's individual profiles on a "Meet your Companions" segment. Community Essentials will follow the format of the currently established Health Essentials blog.

Blog Topics:

- Transparent explanations of facility growth and advancements
- Patient success stories resulting from Cleveland Clinic community health initiatives
- Community partnership stories including Langston Hughes profiles
- Cleveland Clinic community involvement
- Health programs partnering local educational institutions

RATIONALE

Among Cleveland Clinic's social media channels, Brazen PR found an absence of personal connection and brand persona resulting in a relationship disconnect with patients and residents. From in-depth interviews, it was expressed Cleveland Clinic struggles to curate community impact stories to pitch to local media. Along with increasing social media engagement, sharing community profile stories online reveals Cleveland Clinic's community aid initiatives to audiences. Brazen PR will identify and write blog articles and promote the blog on Cleveland Clinic's Twitter and Facebook channels.

Cleveland Clinic has 1.48 million followers on the @ClevelandClinic Twitter account, averaging 150-250 favorites and 50-100 likes on each post. Cleveland Clinic's Facebook page has 1,991,312 followers and 2,085,516 likes. Each Facebook post receives an average of 100-250 likes and 50-100 shares.

EVALUATION

Brazen PR will measure Community Essentials' success by tracking unique page views and the number of related stories published by local media. Target monthly unique page views is 100 views within the first month of launching the blog, then to increase by five percent every three months within the first year of launching. The goal for news media publications from the Community Essentials blog is one story per week.



TACTIC FOUR

FACES OF CLE: VIDEO SERIES

To increase online engagement and highlight timely programs and initiatives, Faces of CLE will be implemented. Each 30-second to one-minute video will focus on Cleveland Clinic's community aid and be posted to all Cleveland Clinic social media channels including YouTube, Facebook, Twitter and Instagram linking to the Community Essentials blog further elaborating the story. Faces of CLE videos will be released monthly beginning Sept. 1, 2018.

STORIES TO INCLUDE:

- **September:** Annual Heart Walk
- **October:** Breast Cancer awareness and free mammograms offered by Cleveland Clinic
- **November:** Thanksgiving food drives and food saving tips
- **December:** Holiday season focus
- **January:** Langston Hughes Community and Education Center partnership and upcoming events
- **February:** Teen Cancer Program
- **March:** Women's History Month
 - Women's Health Clinics offered at Langston Hughes
- **April:** Minority Men's Health Fair
- **May:** Cleveland Clinic Lakewood Ambulance Chase 5K/1 Mile Race and Walk
- **June:** Come Cook with Us!

RATIONALE

Cleveland Clinic's current YouTube channel shows obsolete videos lacking effective messaging strategies to capture its online audience. Focusing on up-to-date visual storytelling that highlights relatable and timely community programs and success stories will increase online engagement, while creating awareness of Cleveland Clinic events and resources.

EVALUATION

Success of Faces of CLE will be measured by tracking YouTube and social media analytics prior to and after the series launch. Engagements are predicted to exceed the engagement number from previous posts by at least 10 percent.



TACTIC FIVE

#CARING4CLE: SOCIAL MEDIA CAMPAIGN

#Caring4CLE social media campaign focuses on sharing visual community-based stories including Faces of CLE videos and Community Essentials blog posts. This campaign will bring a new content strategy to Cleveland Clinic's main Facebook and Twitter pages focusing more on storytelling to engage with community members.

RATIONALE

To retain the online reputation of a health-resource and audience engagement, online storytelling opportunities should be implemented. Cleveland Clinic's top performing posts on both Twitter and Facebook are those focusing on visual content and storytelling. After evaluating Cleveland Clinic's In Your Community Facebook page, its content is available to be further produced and shared on Cleveland Clinic's main social pages which holds larger audiences.

EVALUATION

#Caring4CLE social media campaign success will be measured by audience engagement using the Faces of CLE video series and the Community Essentials blog. Comparing interactions with the newly released content versus older content will give Brazen PR insight as to whether the online audiences find storytelling content more compelling. A social media management tool, like Hootsuite, would expedite the evaluation and offer insights into the reach and effectiveness of current and future content.



TACTIC SIX

REVIVING OUR ROOTS

A competition-based initiative providing local high school students a voice in improving their community. The competition will be open to all seniors attending a public high school in the Cleveland Metropolitan School District, a total of 39 schools.

Competition rules and regulations:

- Any high school senior attending one of the 39 high schools in the Cleveland Metropolitan School District may enter. One entry per individual, no entry limit per high school.
- Students whose parents are employed by Cleveland Clinic cannot enter the competition.
- Students may submit any form of multimedia project to answer the prompt, including but not limited to: one essay, video, song, art piece. Submissions will be accepted digitally by Cleveland Clinic no later than Dec. 14, 2018.
- Essays must be between 800 to 1,000 words
- Videos must be between 30-90 seconds
- Prompt: **“From your experience as a Cleveland native, what do you feel your neighborhood needs to improve and how could we, as a nonprofit, make it happen?”**

Top three winners will receive:

- **1st place:** \$3,000 scholarship applied to college tuition
- **2nd place:** \$1,500 scholarship applied to college tuition
- **3rd place:** \$500 scholarship applied to college tuition

Once all submissions are received, a committee consisting of Cleveland Clinic caregivers and Brazen PR will review submissions and select an applicant based on **four standards:**

- **Feasibility** - Is this a realistic proposal Cleveland Clinic could initiate?
- **Rationale** - Did the student provide reasoning for the scope and value of the proposal?
- **Creativity** - Is this a unique and original idea?
- **Impact** - Will this proposed plan have a positive and lasting impact on the community?

Winner Selection Timeline

- Expectation of 100 applicants
- Committee selection of top 10 prompts
- Public voting of top three projects
- Cleveland Clinic selection of number one winner based on feasibility of popular vote winner

The committee will deliberate through Feb. 1, 2019 and select the top three projects based on the four standards above. Students will be notified by direct mail, leading the competition to a public vote. Public voting will be open on a Cleveland Clinic Community Essentials blog subpage until March 1, 2019. Winners will be determined based on project feasibility.

The winning project will be announced on Cleveland Clinic’s main Facebook page via live stream and on Cleveland Clinic’s main website page on April 1, 2019. In addition to the scholarship, the first-place winner will be recognized with a plaque and featured on the Cleveland Clinic Facebook page.

RATIONALE

Reviving our Roots community benefit competition is a proactive measure to establish student involvement to improve public perceptions of Cleveland Clinic among younger generations.

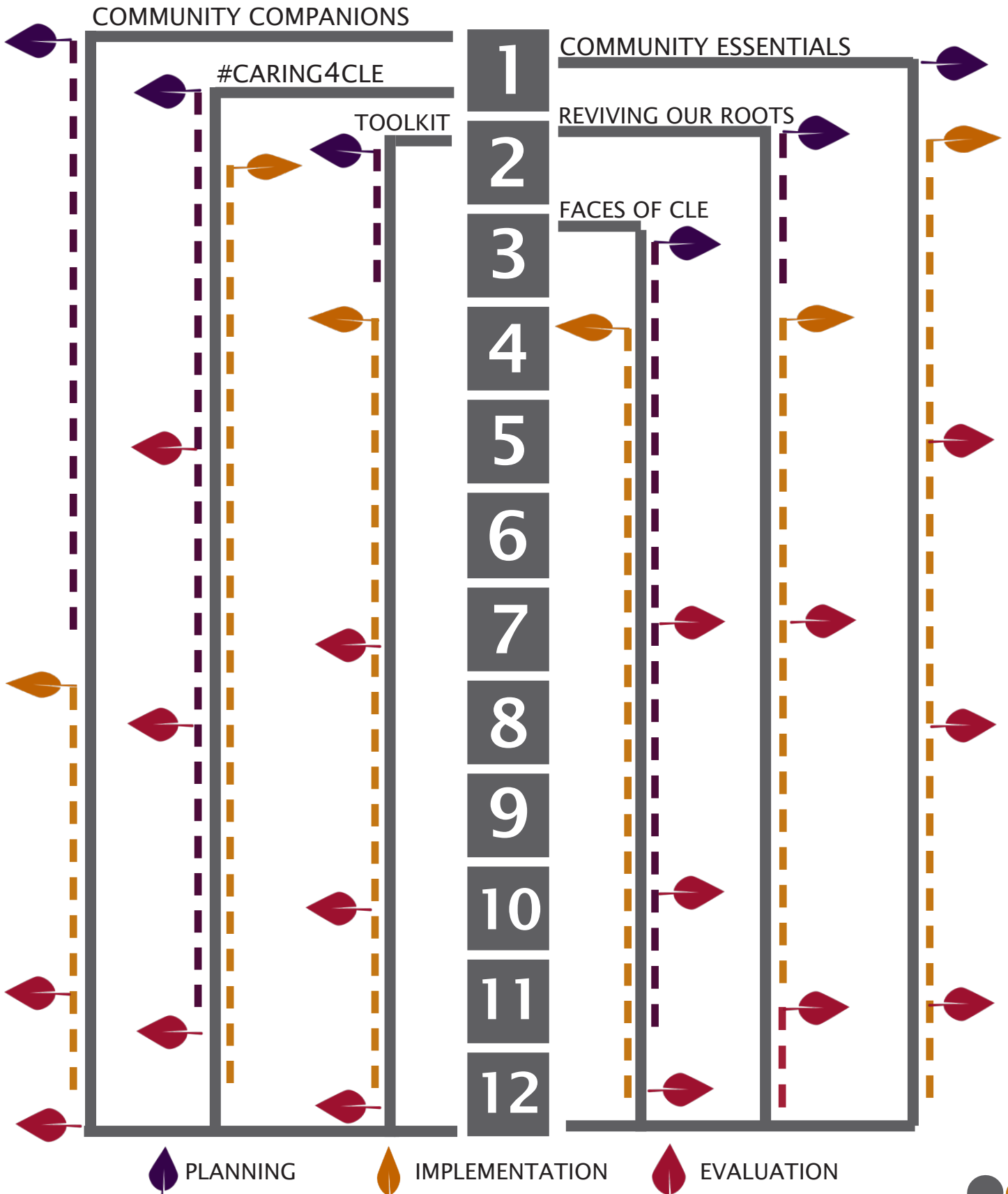
EVALUATION

Success will be measured by the number of high schools choosing to participate in the competition. Out of the 39 high schools in the Cleveland Metropolitan School District, Brazen PR hopes to gain the participation of at least 15 high schools.



CAMPAIGN MAP

CAMPAIGN RUNS JUNE 2018 (MONTH ONE) - MAY 2019 (MONTH TWELVE)





BUDGET

COMMUNITY COMPANIONS PROGRAM

This liaison program will feature 20 Cleveland Clinic main campus registered nurses responsible for bridging the gap between the community and Cleveland Clinic and being a friendly face residents can confide in.

<p>Agency Tasks:</p> <ul style="list-style-type: none"> Assist in assembling teams and creating and distributing training materials Create t-shirts and informational material to provide to community Compile and analyze evaluation reports <p>Cleveland Clinic Tasks:</p> <ul style="list-style-type: none"> Assist in assembling teams and creating and distributing training materials Appoint internal initial point of contact for program Approve t-shirt designs and training materials 	<p>40 hours will be spent on the initial setup of the program = \$4,000</p> <p>20 hr/month beginning Sept. 2018 for training initiatives and tracking evaluation reports = \$20,000</p> <p>2 t-shirts for every Community Companion = \$400</p> <p>Printing materials (6,700 color copy 5 x 8 brochures) = \$10,000</p>
One year total: \$34,400	

CAREGIVER VOLUNTEER RESOURCE TOOLKIT

This toolkit will act as a resource posted on Cleveland Clinic’s intranet encouraging caregivers to volunteer in the Cleveland area as Cleveland Clinic caregivers.

<p>Agency Tasks:</p> <ul style="list-style-type: none"> Create communication elements, community service events calendar, community service event log, volunteer t-shirt design and order form. Keep track of results through post-event surveys <p>Cleveland Clinic Tasks:</p> <ul style="list-style-type: none"> Approve calendar, log, t-shirt design and surveys Meet with department directors to inform them about their duties with sharing information with caregivers. 	<p>500 volunteer t-shirts = \$5,000</p> <p>30 hours total for the initial design and content creation = \$3,000</p> <p>20 hr/month for tracking and reporting post-event survey results and event log = \$24,000</p>
One year total: \$32,000	

COMMUNITY ESSENTIALS BLOG

Community-focused stories will be posted on the Community Essentials blog two times a week starting on July 1, 2018, totaling 88 blog posts throughout the one year campaign.

<p>Agency Tasks:</p> <ul style="list-style-type: none"> Creation of blog, design, graphics, photos and content Tracking blog metrics Replying to engagements <p>Cleveland Clinic Tasks:</p> <ul style="list-style-type: none"> Approval of story ideas 	<p>20 hr/month for tracking and content creation = \$24,000</p>
One year total: \$24,000	



BUDGET

FACES OF CLE VIDEO CAMPAIGN

One video will be produced a month starting Sept. 1, 2018, and continue through the end of the campaign for a total of 10 social media videos.

<p>Agency Tasks:</p> <ul style="list-style-type: none"> · Create monthly content calendar · Conduct interviews with community members and caregivers · Shoot, edit and post the video <p>Cleveland Clinic Tasks:</p> <ul style="list-style-type: none"> · Approve content 	<p>8 hours will be spent on each video = \$8,000</p>
One year total: \$8,000	

#CARING4CLE

One content calendar will be created monthly beginning in June 2018.

<p>Agency Tasks:</p> <ul style="list-style-type: none"> · Create monthly content calendar · Track and respond to engagement · Post and promote content <p>Cleveland Clinic Tasks:</p> <ul style="list-style-type: none"> · Approve content 	<p>20 hr/month for content creation and tracking and responding to engagement = \$24,000</p> <p>\$4,500/month for social media promotion = \$54,000</p>
One year total: \$78,000	

REVIVING OUR ROOTS

From August to December 2018, this high school outreach program will ask local students to compete for a college scholarship by answering a prompt asking what improvements they would like to see in their community.

<p>Agency Tasks:</p> <ul style="list-style-type: none"> · Create and distribute online outreach kits containing flyers, competition guidelines, description of prizes and surveys to the high schools · Create webpage for submissions and voting · Track submissions · Create video to announce winner <p>Cleveland Clinic Tasks:</p> <ul style="list-style-type: none"> · Approve outreach kits and winner video · Send out winning prizes 	<p>60 hours will be spent on the initial setup of the program = \$6,000</p> <p>20 hr/month will be spent on tracking submissions and reaching out to students = \$10,000</p> <p>Prizes: \$5,000</p>
One year total: \$21,000	

GRAND TOTAL: \$197,400



COMMUNITY COMPANIONS BROCHURE



COMMUNITY COMPANIONS BROCHURE

AUDIENCE

- Cuyahoga County residents within a three-mile radius of Cleveland Clinic main campus.

COMMUNICATION OBJECTIVES

To bridge the gap between Cleveland Clinic and neighboring communities as well as increase community relations and serve as a liaison to the community.

KEY MESSAGES

Branching out to connect with our neighbors

STRATEGIES

Use face-to-face communication to build and increase community relationships.

CALL TO ACTION

Meet your Community Companion team and learn more about the resources we provide.

MEASUREMENTS

Success of the Community Companions program will be evaluated through Companions completing post-event evaluation forms.

Community Companions In Your Area Programs

communityessentials

August 18, 2018 / By Community Companion Council

Volunteers Put The Finishing Touches on Community Center Renovations

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[Read More](#)



August 10, 2018 / By Community Relations Team

Pocket Parks Bloom In East Cleveland

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COMMUNITY ESSENTIALS BLOG

AUDIENCE

- Cuyahoga County residents within a three-mile radius of Cleveland Clinic main campus.
- Cleveland local media including WKYC and cleveland.com

COMMUNICATION OBJECTIVES

To increase online social media engagement and shift the digital brand persona of Cleveland Clinic to one that is community-driven.

KEY MESSAGES

One community, many stories.

STRATEGIES

Use creative storytelling to develop a brand persona educating the Cuyahoga County community about local news, events and programs.

CALL TO ACTION

Learn more about what Cleveland Clinic is doing for your community on the Community Essentials Blog and share our stories with your neighbors!

MEASUREMENTS

Measure success of Community Essentials by tracking unique page views and the number of related stories published by local media. The target monthly unique page views is 4,000 views. The goal for Community Essentials pick up from news media is four stories per month.

#CARING4CLE CONTENT CALENDAR

Cleveland Clinic January 2019 Content Calendar						
Date	Platform	Media	Copy	Photo Example	Link	Media
Tuesday, January 1	Facebook	Community	New year, new Community Companions program! Meet the friendly faces you'll be seeing in your neighborhoods!		*Link to post*	Blog Post
Wednesday, January 2	Facebook	Langston Hughes	Langston Hughes can help improve your life with resume building workshops, cooking classes and more. Check out this video to learn how you can benefit from their services.	*Link to video*	*Link to video*	Video
Thursday, January 3	Facebook	Patient Experiences	All of our patients receive unique care tailored to their specific needs. Don't take our word for it though. *Link to a positive success story from a Cleveland Clinic patient.*		*Link to post*	Blog Post
Friday, January 4	Facebook	Caregiver Highlight	Meet Karen Smith. She has been a Cleveland Clinic caregiver for five years and is excited to take on her new role in the community as a Community Companion!		*Link to post*	Blog post
Monday, January 7	Facebook	Community	TBD- community event happening at this time.	TBD	TBD	Post
Tuesday, January 8	Facebook	Langston Hughes	Gale was reluctant to join the Langston Hughes community, but her friends finally convinced her to come to a class. Now she says she cannot imagine not spending her days with this group of people. Read her story here:		Langston Hughes Website	Blog post
Tuesday, January 15	Facebook	Community	TBD- community event happening at this time.	TBD	TBD	Post
Wednesday, January 16	Facebook	Patient Experiences	When the odds were against her, Lisa proves why she will not be another statistic. Read her full story about battling a rare form of cancer at the age of 20 here:		*Link to post*	Blog post

#CARING4CLE CONTENT CALENDAR

Friday, January 18	Facebook	Community	*Blog post centered around transparency with expansion.*		*Link to post*	Blog post
Monday, January 21	Facebook	Community	Looking for ways to celebrate MLK Day? Check out these events happening right here in Cleveland!	*Link to article*	*Link to article*	Shared article
Tuesday, January 22	Facebook	Patient Experiences	Jessica has been a patient of Cleveland Clinic for 20 years and expresses how helpful it is living in the same neighborhood as it. Read her story here:		*Link to post*	Blog post
Thursday, January 24	Facebook	Caregiver Highlight	Meet Donna Jones, our newest Community Companion! She has been a Cleveland Clinic caregiver for two years and is eager to meet more Cleveland residents!		*Link to post*	Blog post
Friday, January 25	Facebook	Patient Experiences	This three-year-old found a lifesaving kidney donor from halfway around the world. Read his story here:		*Link to post*	Blog post
Monday, January 28	Facebook	Langston Hughes	Meet Howard! A Langston Hughes regular who said the center helped him find a job he loves. Read his story here:		*Link to post*	Blog post
Tuesday, January 29	Facebook	Langston Hughes	Stop by Langston Hughes today from noon-2 p.m. for a resume building workshop.		Langston Hughes Website	Post



#CARING4CLE CONTENT CALENDAR

AUDIENCE

- **Calendar:** Cleveland Clinic's marketing and PR departments.
- **Content:** Cuyahoga County residents within a three-mile radius of Cleveland Clinic main campus.

COMMUNICATION OBJECTIVES

To present examples of social media posts that will add brand personality while remaining relevant and interesting to their followers.

KEY MESSAGES

One community, many stories.

STRATEGIES

Use creative storytelling to develop a brand persona to educate the Cuyahoga County community about Cleveland Clinic news, events and programs.

CALL TO ACTION

Learn more about what Cleveland Clinic is doing for your community and share our stories with your networks.

MEASUREMENTS

To evaluate online engagement, social media analytic tools including Google, Facebook and Twitter Analytics will be used weekly. Analytics will be compiled into a monthly report and will include metrics such as engagement rates, unique visitors, and top posts to guide content strategy.

ADDITIONAL NOTES

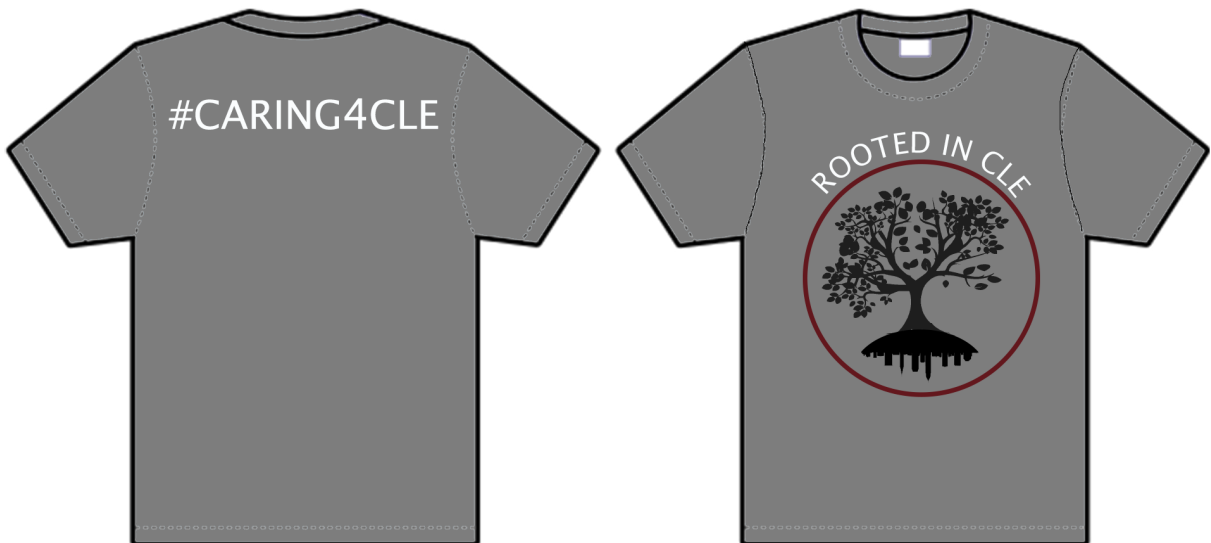
Brazen PR understands the value of organic content on social media. We will work to discover community centric posts each month that are relevant to Cleveland Clinic's mission and values. Community centric posts will include, but are not limited to, major events happening around Cleveland Clinic's main campus, local positive news articles mentioning Cleveland Clinic, and events hosted by Cleveland Clinic.

T-SHIRTS

CAREGIVER VOLUNTEER SHIRT



COMMUNITY COMPANIONS SHIRT





T-SHIRTS

AUDIENCE

- Cleveland Clinic main campus clinical caregivers
- Cuyahoga County residents within a three-mile radius of Cleveland Clinic main campus.

COMMUNICATION OBJECTIVES

To identify Cleveland Clinic volunteers in the surrounding areas and raise awareness about community volunteering efforts with #Caring4CLE.

KEY MESSAGES

Branching out to connect with our neighbors.

STRATEGIES

Utilizing volunteer efforts to increase community relationships.

CALL TO ACTION

Recognize our #Caring4CLE shirts to identify and interact with Cleveland Clinic volunteers in the community.

MEASUREMENTS

Success of volunteer engagement will be measured by using 2013 Philanthropy Survey results as a baseline.



COMMUNITY COMPANIONS VIDEO

SUMMARY

A one-minute video showcasing the upcoming Community Companions program beginning September 2018. The video will serve as a promotional asset to inform and spread awareness across all online formats of how Cleveland Clinic and implementation of the Community Companions aid program will invest in its surrounding community and build relationships through face-to-face communications and creating a connections from its backyard to the main campus.

VISUAL

AUDIO/SUBTITLE

<p>0-10 SECONDS: B-roll shots displaying outside environmental shots, outside footage of Cleveland Clinic obtained from free stock on the Cleveland Clinic website, surrounding communities and interactions.</p>	<p>0-10 SECONDS: Upbeat stock music to be played throughout the entire video. Text or voice over: Cleveland Clinic is proud to introduce our newest project, the Community Companions aid program.</p>
<p>10-20 SECONDS: Staged “Companions” shown interacting with community in an outdoor setting. Multiple angles featuring b-roll.</p>	<p>10-20 SECONDS: (WHO) Text or voice over: Community Companions is a Cleveland Clinic aid program whose mission is building, establishing and maintaining community relationships.</p>
<p>20-30 SECONDS: Staged or unstaged interaction of community companion and member of local community shaking hands, helping out or group shot of activity.</p>	<p>20-30 SECONDS: (WHAT) Text or voice over: The program will serve as the bridge between surrounding neighborhoods and Cleveland Clinic’s main campus.</p>
<p>30-40 SECONDS: Shots of Community Companions working on a project or conversing with the community.</p>	<p>30-40 SECONDS: (WHEN) Text or voice over: The training will begin September 2018 so be on the lookout for your Community Companion, and stay up to date on our Community Essentials Blog!</p>
<p>40-50 SECONDS: Possible aerial shot of surrounding neighborhoods (Fairfax, Hough, Glenville) or the main campus of Cleveland Clinic.</p>	<p>40-50 SECONDS: (WHERE) Text or voice over: The pilot for the program begins in the backyard of Cleveland Clinic’s main campus. Focusing first on a three-mile radius of the surrounding area.</p>
<p>50-END: B-roll pan-up of large tree with large display of roots symbolizing message of Cleveland Clinic being rooted in its community and reinforcing our theme.</p>	<p>50-END: (WHY) Text or voice over: Cleveland Clinic wants to be ROOTED in its community’s lives. Our companions are the branch extending from US to YOU.</p>



COMMUNITY COMPANIONS VIDEO

AUDIENCE

- Cuyahoga County residents within a three-mile radius of Cleveland Clinic main campus
- Cleveland Clinic main campus clinical caregivers
- Cleveland local media
- Social media followers

COMMUNICATION OBJECTIVES

To create and spread awareness of the upcoming Community Companions program.

KEY MESSAGES

Branching out to connect with our neighbors.

STRATEGIES

Use face-to-face communications, social media and storytelling to spread awareness about the Community Companions program.

CALL TO ACTION

The promotional video will encourage viewers to visit and keep up to date and click through to the Community Essentials blog that is to be implemented, where Community Companions will be posting their stories and news.

MEASUREMENTS

Measure engagements on social media where the video is being shared.



PRIMARY RESEARCH

EXECUTIVE SUMMARY

Brazen PR conducted primary research to understand the internal and external issues affecting local perceptions of Cleveland Clinic including online engagement, building expansions, and current external communication efforts to backyard communities. From our initial Cleveland Clinic client meeting in January, Brazen PR gained a clear understanding of how Cleveland Clinic collaborates and communicates with both its caregivers and surrounding neighborhoods.

Brazen PR's research efforts included meeting with various key publics and Cleveland Clinic caregivers. We conducted five interviews with community influencers and partners, seven interviews with Cleveland community members, five interviews with Cleveland Clinic administrative caregivers and one focus group with Cleveland Clinic caregivers across various departments. From these interviews, Brazen PR discovered the different strategies Cleveland Clinic follows to engage and communicate with its influencers and partners, the perceptions caregivers have of Cleveland Clinic and their roles as caregivers and ideas about how Cleveland Clinic can further its involvement with target audiences.

Interview and focus group participants agreed Cleveland Clinic is a first-class choice when selecting a hospital they can trust for medical help. However, the concern of Cleveland Clinic's primary focus on expansion rather than assisting backyard communities arose during interviews. Overall, interviewees believe Cleveland Clinic provides valuable programs and initiatives but does not provide necessary communication regarding those programs nor encouraging caregivers to volunteer.

In Brazen PR's listening report, we found Cleveland Clinic's current online engagement regarding health programs and initiatives are not reaching surrounding neighborhoods due to their income level and technology use. As a result, Cleveland Clinic's online engagement with these audiences is not as prominent, whereas community members who would be more responsive to Cleveland Clinic's messaging are not involved online.

CLIENT MEETING

Methodology

Brazen PR met with 14 Cleveland Clinic caregivers within the communications department. In this meeting, we were provided with Cleveland Clinic's background, its current community efforts and communication tools, research and resources used and the negative perception concern. We were then able to ask each caregiver questions about our current research findings, and more about their goals for this campaign.

Cleveland Clinic communication department caregiver participants:

- Eileen Sheil, **Executive Director, Corporate Communications**
- Jan Guhl, **Senior Director, Corporate Communications**
- Rosemary Halun, **Senior Director, Caregiver Communications**
- Halle Bishop, **Communications Manager**
- Laura Brandon, **Communications Manager**
- Katie Ely, **Project Manager II**
- Jenn Guerrieri, **Communications Manager**
- Marjie Heines, **Senior Communications Manager**
- Jane Kangrga, **Senior Communications Manager**
- Kyle Miller, **Project Manager, Corporate Communications**
- Deborah Pritchard, **Communications Manager**
- Alicia Reale, **Senior Communications Manager**
- Vickie Johnson, **Sr. Dir. Government & Community Relations,
Health Affairs - Community Relations**
- Stefanie Steele, **Administrative Program Coordinator**



Key Findings

From Cleveland Clinic’s provided presentation, Brazen PR further discovered the different initiatives and communication efforts it conducts such as Healthy You, Healthy Families and Minority Men’s Health Fairs. These initiatives are strong in providing health benefits to the Cleveland community; however, Cleveland Clinic is challenged by the intimidation factor from lower-income neighborhoods. These neighborhoods feel unwelcome when it comes to main campus events, such as the Cleveland Community Farmers Market, due to the negative building expansion perception surrounding the institution.

CLEVELAND CLINIC CAREGIVER FOCUS GROUP, FEB. 8, 2018

Methodology

Brazen PR collaborated with Oracle Communications to conduct a focus group consisting of seven Cleveland Clinic caregivers. The goal of the focus group was to gain insight about caregiver’s perceptions of Cleveland Clinic’s internal messaging, communication platforms used and current external communication efforts. The focus group began by asking caregivers to imagine they were living across the street from Cleveland Clinic and what perceptions, comments and concerns they assume nearby residents may have. A Q&A portion followed asking caregivers to describe their own Cleveland Clinic caregiver experiences.

Cleveland Clinic caregivers focus group participants:

- Patrick Burke, **Infection Preventionist**
- Riley Carpenter, **Quality Improvement Project Manager**
- Andrew Stempah, **Environmental Health, Safety Specialist**
- Kris Kormos, **Clinical Analyst, Flight Paramedic**
- Brent Hicks, **Senior Director of IT**
- Suzanna Fink, **Registered Nurse, Lead Clinical Analyst**
- Stefanie Lin, **Registered Nurse, Clinical Analyst**

“There’s so much wealth that comes from our campus. I think when you walk across the street to some of the greatest areas of poverty, it’s such a drastic contrast. We look very glittery and fancy.”

- Suzanna Fink, Registered Nurse, Lead Clinical Analyst

Key Findings

When caregivers were asked to put themselves in the shoes of a Cleveland resident living in the backyard of Cleveland Clinic, common perception themes included: **big money, fancy, unapproachable** and feeling like a **second-class citizen**.

Stefanie Lin, a registered nurse and clinical analyst said, “We do a lot for the community, but they don’t see that. All they see is the flash.”

When asked what common comments they have heard from Cleveland Clinic neighbors regarding its relationship with the community, many caregivers described a drastic disconnect.

- **“We aren’t the patients that make this hospital money,’ is common to hear from neighbors.”**
- *Suzanna Fink, Registered Nurse, Lead Clinical Analyst*
- **“People ask where our commitments lie. It’s a difficult conversation because we don’t have a trauma center and because of the closing in Lakewood.”**
- *Stefanie Lin, Registered Nurse, Clinical Analyst*

When asked how Cleveland Clinic could build better relationships with its backyard communities, many caregivers were in favor of putting their focus into the people aside from expansion.

- **“We need to physically go into the community and see what those individuals specifically need. Once we have a better idea about what these individuals need, we can customize our help.”**
- *Andrew Stempah, Environmental Health and Safety Specialist*



When asked what volunteer programs caregivers attend most, responses included the Heart Health Walk, Elementary School Safety Program and VeloSano annual bike marathon. The Minority Men’s Health initiative was the most attended and communicated event by Cleveland Clinic.

Brazen PR found evaluation efforts after events including the Heart Walk and VeloSano are conducted but primarily only focus on basic elements such as walk and bike routes. When asked if the caregivers volunteered, many stated they volunteer on their own time, in their own neighborhoods, but not as Cleveland Clinic affiliates.

Implications

To help bridge the disconnect between the community and Cleveland Clinic:

- Cleveland Clinic could improve its external communication efforts with grassroots advertising methods to reach community members in a more personal and direct way.
- Cleveland Clinic must identify how it can invest more into its surrounding communities by intangibly giving back rather than expanding campuses.
- Cleveland Clinic caregivers could be further encouraged to volunteer in the hospital’s backyard. Representing Cleveland Clinic in this environment could help bridge the disconnect found within surrounding neighborhoods.

“Instead of investing in buildings, we need to invest in people.”

- Stefanie Lin, Registered Nurse, Clinical Analyst

INTERVIEWS

CLEVELAND CLINIC CAREGIVERS

Methodology

Brazen PR conducted five phone and face-to-face interviews with Cleveland Clinic administrative caregivers to understand how they felt about internal communication strategies and their connection with Cleveland Clinic. Secondary research revealed many clinical caregivers felt they were receiving too much information daily and had a difficult time deciphering what was important. Brazen PR further researched this disconnect with administrative caregivers.

Administrative caregivers interviewed:

- Meleah Hansen, **Account Representative II**
- Shane Beneke, **Digital Marketing Assistant**
- Megan Middlemiss, **Group Psychotherapist**

As well as two caregivers working in the Langston Hughes Community Health and Education Center:

- Chantel Wilcox, **Director of Community Relations**
- Chase Holmes, **Program Manager**

Administrative Caregivers Interview Overview:

- Hansen believes there are many stories about Cleveland Clinic’s internal and external initiatives which more community members should be aware of.
- Caregivers are more aware of the positive news from Cleveland Clinic whereas its community members see more of the negative news.
- Beneke feels Cleveland Clinic offers many initiatives and programs to its communities but could be creating different types of engagements, such as different fitness classes and programming.
- The caregiver intranet helps Beneke feel connected with his co-workers and allows him to easily reach relevant information.
- Growing up in the Avon area, Middlemiss never fully experienced the negative perception of Cleveland Clinic first hand, though she has heard it referenced as “sterile.”
- Middlemiss feels Cleveland Clinic does not communicate enough with its caregivers and feels there should be more community engagement news passed along.



How it relates:

Internally, the majority of Cleveland Clinic's news and information is delivered to caregivers via the intranet. Externally, Cleveland Clinic primarily focuses on distributing positive company news regarding volunteering and community aid to its caregivers rather than to its external publics. Although Cleveland Clinic's news about initiatives, medical breakthroughs and advancements are published both internally and externally, this coverage is not being published in ways for backyard neighbors to discover.

Caregivers also feel Cleveland Clinic could create fresh program ideas to support its neighborhood communities and patients to make them feel more comfortable with Cleveland Clinic's services and locations.

Overview of Interviews with Langston Hughes caregivers:

- Langston Hughes strives to help initiate healthcare to those in need and build a foundation of whole body care for its residents. Workforce barriers are also addressed by helping residents get jobs as well as teaching interview and resume building techniques.
- Average household income for the surrounding communities is between \$12,000 and \$18,000.
- Cleveland Clinic upholds its nonprofit status by giving back to the community through fully funding Langston Hughes. The average demographic of residents visiting Langston Hughes are women 55 years of age. The center services between 400 and 500 women each year with its free mammogram service.
- Community Health Needs Assessments are conducted by Cleveland Clinic in all the surrounding areas. Langston Hughes analyzes those assessments to identify programming initiatives to deliver to its residents.
- Preferred communication is **word of mouth**. Most Langston Hughes visitors are elderly and/or unemployed and do not check email nor are active on social media channels.
- The center has grown beyond its vision and would **like to expand**.
- Langston Hughes' previous partnerships included: The Boys and Girls Club of America, The Salvation Army, Wade Park, Metro Parks, Martin Luther King Jr. High School, Cleveland Metropolitan School District, Recovery Resources, Benjamin Rose Institute of Aging and recreation centers in the area.¹
- Langston Hughes does not use social media. The Facebook page is operated by the Cleveland Clinic media team.

How it relates:

Langston Hughes Community Health and Education Center is a major asset to Cleveland Clinic's brand; however, Cleveland Clinic is not expanding communicating this relationship with the Langston Hughes community enough. Additionally, Langston Hughes visitors wish to see Cleveland Clinic focus more on its surrounding community and less on national expansion.

► Chantel Wilcox, Langston Hughes Community Health and Education Center, Director of Community Relations

Overview of Interview:

- No one is turned away from Langston Hughes for not having insurance or having insurance not in line with that of Cleveland Clinic. Wilcox said resident's initial reaction of the 100 percent free services Langston Hughes offers had created the concern of hidden fees.
- Collaborative relationships are an integral part of Langston Hughes operation. Partnerships include **PNC Fairfax Connection, Karamu House** and surrounding **recreation centers**, which help expose residents to all opportunities within the area.

How it relates:

Langston Hughes Community Health and Education Center is a staple of the Fairfax, Hough, Glenville, and Central and Kinsman communities. The center offers entirely free services and classes to benefit surrounding communities, yet it goes unnoticed by the larger population.

¹ <https://bit.ly/2GNIH4i>: Cleveland Clinic presents 'health challenge' to residents

INFLUENCERS

Methodology

Brazen PR conducted five phone and face-to-face interviews with Cleveland influencers to gain insight on their perceptions of Northeast Ohio healthcare, specifically Cleveland Clinic and its competitors University Hospitals and MetroHealth. These influencers work for nonprofit organizations in Cleveland and many of them have partnerships with Cleveland Clinic. Brazen PR wanted to know what these community influencers needed most to enhance their organizations, their experience with Cleveland Clinic and other healthcare facilities in Northeast Ohio.

► Sherita Mullins, Burten Bell Carr Development Inc., Director of Social Enterprises

Overview of Interview:

- Burten Bell Carr Development Inc. is a nonprofit organization serving two, low-income neighborhoods in Cleveland by strengthening community development. The organization does this through housing development, home repair and encouraging residents to live a healthier lifestyle.
- Burten Bell Carr Development Inc. partnered with Cleveland Clinic’s Langston Hughes Community Health and Education Center in hosting the neighborhood’s “Six Week Health Challenge” in the summer of 2017.
- “For a while Cleveland Clinic didn’t have a presence in the community, but this center is helping change the negative perception issue.”
- When asked what common obstacles Cleveland residents primarily face, Mullins noted safety, housing, transportation, health education, job development and recreation.

How it relates:

Learning what obstacles are specific to residents can help build a better connection and provide Cleveland Clinic with information on how it can meet the needs of these residents. Langston Hughes already has a strong relationship with the surrounding community providing an opportunity for Cleveland Clinic to utilize that relationship to further reach community members.

► Denise VanLeer, Fairfax Renaissance, Executive Director

Overview of Interview:

- Similar to Langston Hughes, Fairfax Renaissance is a nonprofit organization located in Cleveland providing housing to low-income residents and helps them search and prepare for jobs. “The goal is to improve the neighborhood and make it desirable, so others will want to move here.”
- VanLeer recognized there are challenges with living in an area near a large healthcare institution. VanLeer said she believes Cleveland Clinic’s negative perception has **improved** over the last eight years due to CEO Delos Cosgrove and his emphasis on transparency and the Langston Hughes Community Health and Education Center.
- The largest obstacle VanLeer sees in Cleveland neighborhoods is **workforce**. She wishes Cleveland Clinic would make more of an effort to hire those who live in its own backyard.

“When Cleveland Clinic wants to build something they just build it, but they have to remember it has to be beneficial to the residents living here too.”

- Denise VanLeer,
Fairfax Renaissance, Executive
Director

How it relates:

Brazen PR saw a theme that Langston Hughes Community Health and Education Center is a positive resource to the community and is reversing the negative perception. VanLeer believes building expansion and lack of community benefit are major obstacles between Cleveland residents and Cleveland Clinic. These obstacles are helpful in identifying ways Cleveland Clinic further aid the community.

▶ **Alyssa Gianniraski, Greater Cleveland Food Bank, Manager of Corporate Relations**

Overview of Interview:

- Gianniraski believes Cleveland Clinic’s expansion is causing the institution to leave behind its neighborhoods and focus more on communities providing financial contributions to the institution. For example, hosting Farmer’s Markets on Cleveland Clinic’s main campus without considering lower income, minority groups feeling intimidated to walk onto the campus.
- Outside of her marketing and communication role at the Greater Cleveland Food Bank, Gianniraski has not seen news regarding Cleveland Clinic’s partnership initiatives.

How it relates:

Cleveland Clinic partners with local organizations and initiatives to give back to the communities it serves. Although Cleveland Clinic participates within the community, it is not communicating these efforts to create awareness nor reaching lower-income audiences who may need it most.

▶ **Erica Robinson, Famico’s Foundation, Community Director**

Overview of Interview:

- Famico’s Foundation is a community development center that partners with Cleveland Clinic in the Glenville neighborhood. Through resident services and neighborhood outreach, Famico’s helps families achieve homeownership, prevent homelessness, reach educational benchmarks and keeps youth engaged in activities.
- Robinson states the community’s primary challenge to be distrust between healthcare institutions and its neighbors.
- Famico’s began “Neighborhoods Connection” program, which aims to engage with its community and grants residents from \$500 up to \$5,000 toward necessary community benefit programs.
- Robinson expressed her concerns for the community including health, disparity and short life expectancies. Famico’s studied why life expectancy was shorter in these communities and discovered residents do not have easy access to healthy food options.

How it relates:

For Cleveland Clinic to strengthen its relationships with audiences, it could regularly partner with local organizations with a consistent team of people to educate residents about healthcare and how Cleveland Clinic can support them. Becoming a familiar face to residents would benefit Cleveland Clinic by including more community events, sponsorships and physically engaging with neighborhoods.

▶ **Amy Starr Redwine, Church of the Covenant, Pastor and Head of Staff**

Overview of Interview:

- The Church of the Covenant has many members who are Cleveland Clinic patients. Those members feel they are getting world class care at Cleveland Clinic and hold loyalty to the institution.
- Church members recognize Cleveland Clinic’s consistent growth and Redwine stated the growth is both positive in medical research but negative in creating displacement for local organizations and neighborhoods.
- Redwine believes Cleveland Clinic and University Hospitals have very different personalities.
 - “The Clinic is very hierarchical and structured. You walk in and it feels extremely sterile and cold. I think University Hospitals is a little more friendly, caring and welcoming. People have viewed Cleveland Clinic more as a doctor and University Hospital more as a nurse.”

“Healthcare institutions should partner with community organizations regularly with a consistent team of people, creating a face for the institution.

- Erica Robinson,
Famico’s Foundation, Community Director



How it relates:

Cleveland Clinic provides excellent medical care and has loyal patients; however, community members perceive Cleveland Clinic as unwelcoming. While Cleveland Clinic continues to expand, many community members see benefits to the growth but others feel the growth causes community displacement. Considering the comparison between Cleveland Clinic and its competitors, there is an opportunity for Cleveland Clinic to offer community members with more welcoming and inviting engagements.

▶ **Rick Batyko, Team Northeast Ohio, SVP Marketing, Communications & Development**

Overview of Interview:

- Batyko believes Cleveland Clinic provides impacting amounts of free healthcare and community programming. The challenge is those efforts are not well known throughout the community.
- “Cleveland Clinic could do a better job of communicating about what they are doing locally. They don’t get the credit they deserve for their outside work.”
- Cleveland Clinic’s external communication primarily focuses on philanthropy and medical advancements. The public does not see Cleveland Clinic’s efforts in face-to-face communication with communities or aid to immediate residents.
- “There’s an opportunity for Cleveland Clinic to be more transparent in its own community.”
- Batyko recommended reviewing MetroHealth’s recent expansion and its community involvement as a best practice.²

How it relates:

Cleveland Clinic holds an established presence in the Cleveland community, but opportunities exist for the brand to showcase its value to the immediate community in terms of what is being done to improve resident’s lives.

▶ **Aseelah Shareef, Karamu House, Director of Programs**

Overview of Interview:

- Karamu House is the oldest African-American theater in the United States producing plays. The theater partners with Cleveland Clinic through Langston Hughes Community Health and Education Center by providing art classes to local school districts and the public.
- Shareef believes easy access to food is crucial but missing in Cleveland. She mentioned there are plenty of hospitals but not enough preventative care options.
- “Cleveland Clinic gobbles up the neighborhood and it moves through the community in a disconnected manner.”

I don’t get the feeling it [Cleveland Clinic] is really ingrained in our community. If I could speak to Cleveland Clinic caregivers, I would ask them how they can show they value the citizens.”

- Asselah Shareef, Karamu House, Director of Programs

How it relates:

Although Cleveland Clinic holds partnerships, there is opportunity to further engage with and publicize them. Further publicity and engagement will increase enrollment rates at both Langston Hughes and Karamu House, and increase relationships.

COMMUNITY MEMBERS

Methodology

Brazen PR conducted eight phone and face-to-face interviews with Cleveland community members to gain insight on the possible benefits and challenges of living in a surrounding community of Cleveland Clinic. While some interviewees had patient experiences at Cleveland Clinic, not all did.

² <https://bit.ly/2GNOL84>: MetroHealth turns to community for growth of health system



Secondary research showed there were perception issues of Cleveland Clinic among Cuyahoga County residents after the closing of Lakewood's inpatient care services. Brazen PR wanted to further discover how these members currently view Cleveland Clinic.

Community Member Interviewees:

- Natalie Shampay, 22, **Cuyahoga Falls resident and girlfriend of former long-term Cleveland Clinic cancer patient**
- Wanda Martin, 64, **Fairfax resident**
- Dorothy Magby, **Glenville resident**
- Alayna Littlejohn, 58, **Glenville resident**
- Frankie Walker, 62, **Glenville resident**

Overview of Interviews:

- Fairfax, Glenville and Hough neighborhoods do not hold a prominent online presence resulting in telephone and print communications to be most common. Langston Hughes frequently calls and sends information to visitors through direct mail.
- Residents believe Cleveland Clinic has accomplished positive engagement within the neighborhood, especially in providing Langston Hughes. However, Langston Hughes could benefit from expansion and offering a GED service.
- Some residents do not fully understand the term **nonprofit**, and some did not know Cleveland Clinic is a nonprofit.
- These residents believe Cleveland Clinic needs more health fairs, other than its current annual fairs, informing residents about topics such as financial healthcare assistance.
- If these residents could speak to the CEO, they would ask to stop early release of patients and implement wheelchair accessible transportation to different programs.
- "It felt inhumane and unprofessional when going to the emergency room at Cleveland Clinic. I always thought whoever owns the Cleveland Clinic must have a lot of money."
- Cleveland Clinic could further advertise throughout local churches and grocery stores about its programs. Community members also feel brochures and flyers should be written at a fifth-grade level due to some residents' reading abilities.
- Residents feel there should be more Cleveland Clinic youth and senior initiatives offered to local community recreation centers with programs in each community for easier transportation.

How it relates:

Based on interviews with residents, the negative perception issue does not stem from every household. Residents value Cleveland Clinic's health care, but feel direct aid and communication from the institution is not provided. Cleveland Clinic is not reaching out to residents about what they can do for communities outside of medical treatment. Reaching the public in this area cannot only be through technology, due to phone calls and direct mail being primary preferred forms of communication.

The impact of Cleveland Clinic is recognized by how it contributes to community; however, contributions need to be further communicated and explained. Residents believe Cleveland Clinic is obligated to be more involved by investing in health education and community centers, and spreading awareness of these opportunities through grassroots marketing.



SECONDARY RESEARCH

EXECUTIVE SUMMARY

Brazen PR conducted secondary research to understand the internal and external barriers affecting Cleveland Clinic’s perception from the Cleveland seven-county market of Cuyahoga, Lorain, Medina, Summit, Portage, Geauga and Lake. An analysis of findings was obtained from prior focus groups and surveys among Cleveland Clinic caregivers to further understand Cleveland Clinic’s communication strategies.

Externally, Cleveland Clinic provides multiple health and wellness programs to diverse audiences, such as Let’s Move It® initiative, Men’s Health fairs, Healthy You and Healthy Families. However, Cleveland Clinic’s media relations, communications and evaluation strategies such as program evaluation do not provide its communities with this information. In monitoring Cleveland Clinic’s social media, there are digital opportunities for Cleveland Clinic to begin building more genuine, authentic relationships with its desired seven-market publics. As a result, residents do not feel Cleveland Clinic is rooted in the community.

Further healthcare trend research shows large non-profit hospitals across the country are receiving scrutiny from community members claiming healthcare institutions are concerned more about money and less about the needs of their communities. Non-profit hospitals, like Yale New Haven and Mayo Clinic, have similar negative community perception issues as Cleveland Clinic.

CAREGIVER COMMUNITY POLL

The Caregiver Community Poll is a way for Cleveland Clinic to discover community perceptions toward the institution. Out of 5,874 submissions, less than half of Cleveland Clinic caregivers feel Cleveland Clinic’s relationship with the community is positive and strong.

How would you describe Cleveland Clinic’s relationship with the Cleveland community?

			Submissions
Positive, and strong.		37.8%	2,222
Weak, and disjointed.		17.3%	1,018
Misunderstood.		16.2%	951
I’m not sure — I haven’t thought about it.		24.1%	1,414
Other		4.6%	270

Caregiver Community Poll

The 270 “other” responses include open-ended feedback regarding negative community relationships. The most attributable in-depth responses include:

- “I think that the clinic has a long history of not providing for the patients in its own backyard. We are in the middle of a food desert, offering a farmer’s market once a week for three months is not enough to help this community. We HAVE to do better.”
- “Poor relationship with minorities.”
- “Still have a reputation of having the best medical talent and expertise. I think this makes consumers’ [patients] feel that the enterprise is uncaring and money centered, but that the care is first class.”
- “For years, the Cleveland Clinic health system ignored the needs of the community surrounding the hospital, which happens to be heavily minority and low-income. I still to this day do not like coming to Cleveland Clinic for my healthcare needs and I work here. I prefer University Hospitals because my doctors always treat me with respect and dignity.”

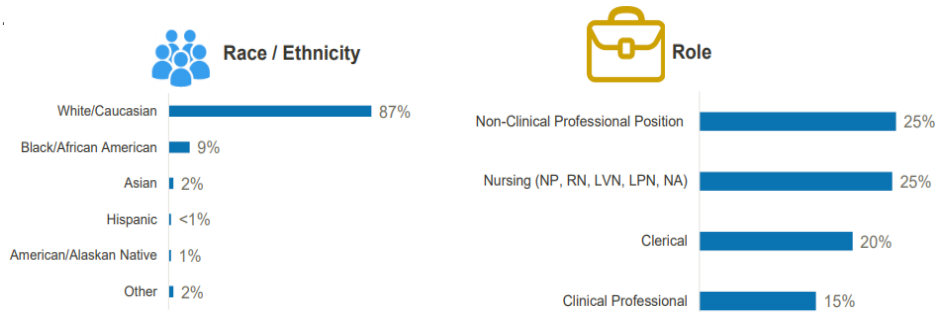


CAREGIVERS INTERNAL COMMUNICATIONS EFFECTIVENESS SURVEY, NOV. 2017

The objective of this survey was to examine two factors: the demographics among internal caregivers and specific tactics to improve internal communication processes.

Caregiver Demographics

Cleveland Clinic is the largest employer in the Northeast Ohio area. Out of the 51,000 caregivers, 87 percent are females compared to 13 percent being males. The main campus alone employs 41 percent of those caregivers with 87 percent of those being White/Caucasian between the ages of 45-65. Their roles vary, with 25 percent being non-clinical caregivers and the other 25 percent as clinical caregivers.



Caregivers Internal Communications Effectiveness Survey, Nov. 2017

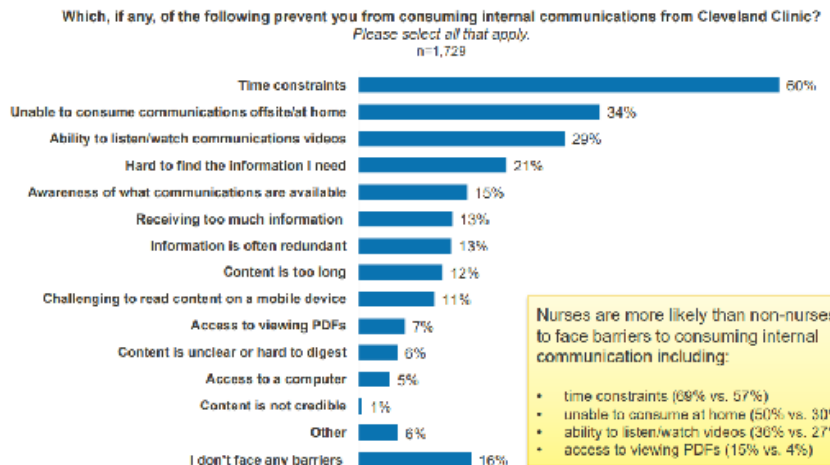
Communication Effectiveness

From the 2017 Internal Communications Effectiveness survey, Cleveland Clinic indicated 84 percent of caregivers have time constraint barriers, making it difficult to consume internal communications. Most of the internal information and communications are received from Cleveland Clinic's intranet, a private network only accessible to Cleveland Clinic caregivers and managers providing news and resources. Department managers also provide relevant information to their departments via email.

Overall, Cleveland Clinic seeks to be more mindful of caregiver's time constraints and barriers to consuming relevant communications. Cleveland Clinic strives to relay only necessary and relevant information to provide further insight on manager communication tools and responsibilities.

Barriers to Consuming Internal Communications

Approximately 4-out-of-5 (84%) caregivers have at least some type of barrier to consuming internal communications at Cleveland Clinic—most typically time constraints (60%), the inability to consume communications offsite/at home (34%), and the inability to listen/watch communications videos (29%).



Caregiver Internal Communications Effectiveness Survey, Nov. 2017

COMPETITION

► University Hospitals

University Hospitals contributed \$304 million in net community benefit in 2016. Areas of contribution included community health improvement, charity care, Medicaid shortfall, \$20 million in research and education and training.³

University Hospitals also conducts Community Health Needs Assessments (CHNA) for each of its facilities to identify the greatest health needs of each hospital's surrounding communities.⁴ From the Avon Rehabilitation Hospital CHNA conducted in 2017, findings show 63 percent of patients admitted in 2016 were elderly, the dominant payer category for inpatients in 2016 was Medicaid at 74.5 percent and selected obesity as its 2017-2018 priority.

³ <https://bit.ly/2sw1oC6>: UH 2016 Community Benefit Report
⁴ <http://bit.ly/2b5Ytaq> UH Community Health Needs Assessment

Cleveland Clinic conducted a CHNA for the surrounding area of its own Avon Rehabilitation Hospital and found five significant community health issues including access to affordable healthcare, chronic diseases, economic development for community conditions, healthcare for the elderly and overall wellness.

A Financial Assistance Program is also offered by University Hospitals stating no one will be denied emergency or medical care due to his or her ability to pay for services.⁵ The financial eligibility standards for financial assistance includes: must be a resident of Northeast Ohio, no healthcare coverage, medically indigent or an annual income of zero to 400 percent of the Federal Poverty Guidelines.

► **Metro Health**

To increase access to quality healthcare among Ohio’s Medicaid population, MetroHealth’s Department of Family Medicine created the Community Health Initiative Program.⁶ The department is supported by a grant from the Ohio Department of Medicaid Healthcare Access Initiative, which is Ohio’s largest healthcare workforce development program. This initiative aims to help patients take control of their health and guide them to comprehensive care.⁷

The MetroHealth Community Engagement services also offers many programs from LGBTQ Primary Care and Pride Clinic to the Ventanilla de Salud, meaning “Window of Health,” a bilingual program to educate about bicultural healthcare.⁸ The program also assists with enrollment in insurance programs and referrals.

Focusing more on where residents live, learn and work, the Community Health Advocacy Initiative was designed to address health disparities and improve the health status of Cuyahoga County residents by acting on the social determinants of health, communities, in partnership with residents and other community institutions.⁹

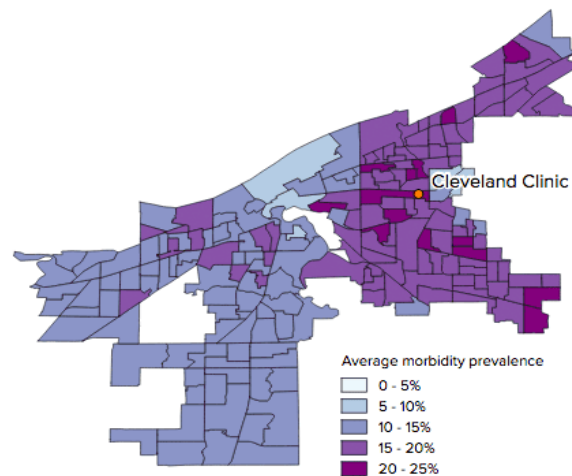
Conclusion

Review of Cleveland Clinic’s competitors revealed its adversaries show more prominent efforts in aiding diverse audiences. Outside of average healthcare programs and initiatives, such as fairs and pamphlets, competitors focus more on residents’ lifestyles and the actions needed to take to improve the lives within the Cleveland community health status.

CHALLENGES FACING CLEVELAND COMMUNITIES

Cleveland Clinic shares its backyard with the surrounding neighborhood of Fairfax. The major demographic is African-Americans within the age of 18 to 64. The Center for Community Solutions states there are 6,180 residents in the neighborhood of Fairfax with 3,881 living in or near poverty and 2,394 below poverty.¹⁰

Information from the Centers for Disease Control and Prevention shows Fairfax has higher rates of diseases such as coronary heart disease, cancer, chronic kidney disease and the highest rate in the city for diabetes, reaching one-third of the population.¹¹



SOURCE: Centers for Disease Control and Prevention 500 Cities Project. U.S. Census Bureau. Comorbidity average calculated for Census tracts from the crude prevalence measures for cancer (except skin), obesity, coronary heart disease, diabetes and chronic kidney disease.

⁵ <http://bit.ly/2BuHz0E>: UH Financial Assistance
⁶ <http://bit.ly/2o0LPgX>: MetroHealth Community Health Initiative Program
⁷ <http://bit.ly/2BMnTWu>: Ohio Department of Medicaid Healthcare Access Initiative
⁸ <http://bit.ly/2EDWaiZ>: MetroHealth Community Engagement Services
⁹ <http://bit.ly/2BwFTIL>: MetroHealth Community Health Advocacy Initiative
¹⁰ <http://bit.ly/2sAoesk>: The Center for Community Solutions
¹¹ <http://politi.co/2BCMAFy>: How the Cleveland Clinic grows health while its neighbors stay sick



The Fairfax neighborhood also lacks choices for healthy food options. The Cuyahoga County Board of Health’s Creating Healthy Communities program and the Cuyahoga County Planning Commission has classified the area as a “food desert,” an impoverished area with limited access to a grocery store.

Along with poor health and food disparity, Cleveland’s education system is also declining. After a failing 2016 city-wide report card, Cleveland city schools became cautious of demographics related to poor health and lack of healthy food choices.

Cleveland.com reveals a slow climb in state test scores showing the district has the fourth worst test scores in Ohio. Since then, initiatives such as “The Cleveland Plan,” which looks to grow the amount of Cleveland Metropolitan School Districts high performing and charter schools and close the low performing schools, have taken place.¹²

AUDIENCE DEMOGRAPHICS

Generation Z

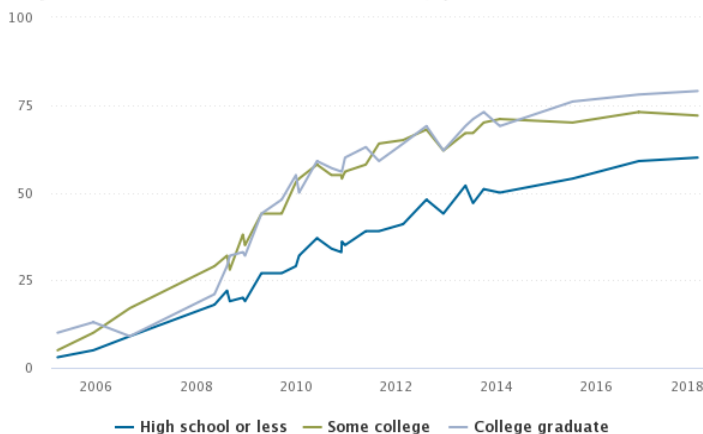
Generation Z is composed of those born between the years of 1995-2010 and recognized for their competitiveness. This generation understands the importance of hard work, but they do expect to be rewarded for it.¹³ Due to today’s fast-paced social changes, Generation Z has become more globally aware at a younger age than previous generations. They have also become frequently involved in philanthropic efforts, gaining the reputation of “rebels with a cause.”¹⁴

Adults on social media¹⁵

According to a 2018 Pew research study on social media usage, Facebook and YouTube are the most popular social media platforms. As of today, 68 percent of all U.S. adults use Facebook, 35 percent use Instagram and 24 percent use Twitter. The study states between 45 and 75 percent of users are active on social media daily.

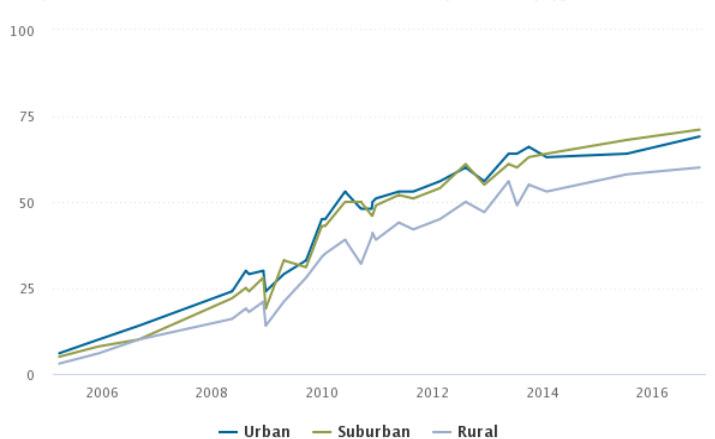
Young adults quickly adopted social media, but older generations are just now beginning to join. In 2018, 64 percent of U.S. adults between 50 to 64 years of age have at least one social media account. The study also analyzed Americans who use social media by income and education revealing 63 percent of users make less than 30,000 dollars annually and 60 percent have a high school diploma or less. In addition, the study showed 75 percent of Americans on social media live in urban areas.²²

% of U.S. adults who use at least one social media site, by education level



Source: Surveys conducted 2005-2018.
PEW RESEARCH CENTER

% of U.S. adults who use at least one social media site, by community type

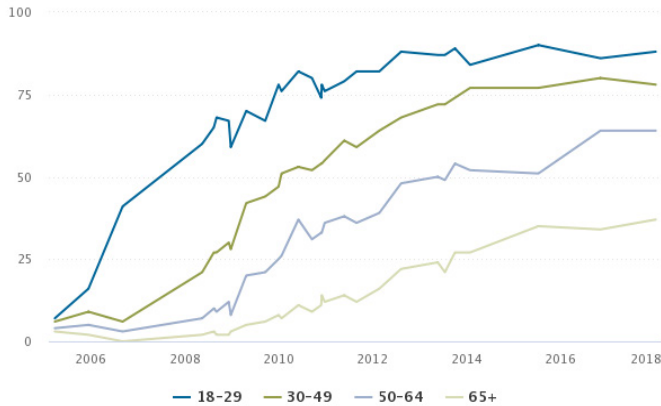


Source: Surveys conducted 2005-2016.
PEW RESEARCH CENTER

¹² <https://bit.ly/2EsCqEd>: cleveland.com 2016 Cleveland city schools report card
¹³ <https://bit.ly/2GLgxpM>: Forbes Generation Z article
¹⁴ <https://bit.ly/2jD3qdC>: Gen Z Who we Are article
¹⁵ <https://pewrsr.ch/2jmwndT>: Pew Research Social Media demographics

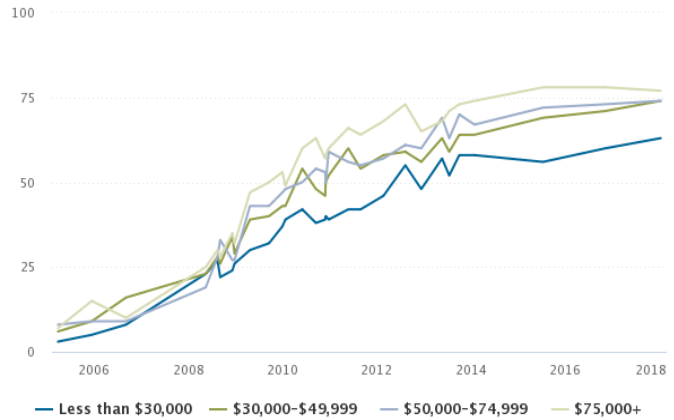


% of U.S. adults who use at least one social media site, by age



Source: Surveys conducted 2005-2018. PEW RESEARCH CENTER

% of U.S. adults who use at least one social media site, by income



Source: Surveys conducted 2005-2018. PEW RESEARCH CENTER

COMMUNITY ENGAGEMENTS

To engage with its surrounding seven-county market and to give back to the areas in which it operates, Cleveland Clinic has donated \$500,000 to remove blighted homes from the area, supplied funds to the communities and supports the Fairfax Renaissance Development Corporation.¹⁶

Cleveland Clinic also operates Langston Hughes Community Health and Education Center, an effective resource for the community providing free physicals, flu shots, exercise classes, health discussions, cooking demonstrations, tobacco cessation counseling and health education.

For 15 years, Cleveland Clinic has hosted the Minority Men’s Health Fair offering health services, such as blood pressure and diabetes tests, to men of all demographics. Results of the fair, such as number of attendees, have not been communicated to Cleveland Clinic caregivers or to the public.

While the Minority Men’s Health Fair receives a significant amount of media coverage from outlets including WKYC, cleveland.com, Cleveland 19 News and Fox 8, other Cleveland Clinic programs such as Pocket Parks, an initiative turning parking lots into gardens, do not receive strong local media coverage or evaluation. After searching Pocket Parks on news and social media platforms, Brazen PR failed to find results evaluating the initiative.¹⁷

HOSPITAL PERCEPTION TRENDS

Cleveland Clinic is not the only large healthcare institution facing perception issues. In a Politico article, Mayo Clinic also receives scrutiny. Mayo Clinic has been accused of caring more about reaching international patients and receiving financial gain while not worrying about the harm it may be causing residents. The hospital received national scrutiny when a transcript was leaked to the Minneapolis Star-Tribune where CEO John Noseworthy told Mayo Clinic staff that the system would prioritize patients with private over public insurance. Noseworthy defended himself stating if they do not grow commercially insured patients, the hospital will not have enough money to pay the staff.¹⁸

Politico released another article criticizing Yale New Haven Hospital’s community outreach efforts. Yale New Haven Hospital harmed its reputation by suing low-income patients and putting liens on their homes. Politico stated the hospital is working on revamping its reputation by pouring “millions of dollars into clinics and free care but also into nontraditional investments, like homes and college scholarships, to help its impoverished neighbors.” However, surrounding communities remain unsatisfied.

Similar to Cleveland Clinic, Yale New Haven is one of the city’s largest employers. The hospital has been criticized for its tax exemption status because the city continues to fall further into poverty while the hospital continues to gain financial success. Nationally, community members do not understand how a profiting institution is tax exempt, especially when located in a low-income area.¹⁹

¹⁶ <http://cle.clinic/2o01tZR>: Cleveland Clinic Community Outreach
¹⁷ <http://bit.ly/2ooTxBE>: Minority Men’s Health Fair
¹⁸ <http://politi.co/2zHxFsb>: Tax-Exempt Mayo Clinic grows, but rural patients pay a price, Nov. 2017
¹⁹ <http://politi.co/2q3Sl4z>: A Tarnished Hospital Tries to Win Back Trust, Dec. 2017



LISTENING REPORT

JAN. 15 - APRIL 24, 2018

SEARCH TERMS USED

- **Cleveland Clinic:** #ClevelandClinic, CLE Clinic, #BestHospital, Cleveland Clinic community
- **University Hospitals:** #UHHeart, UH Hospitals, UH Hospitals Cleveland
- **MetroHealth:** Metrohealth Cleveland

RELEVANT MENTIONS

Twitter thread regarding a case for Cleveland Clinic to fund GCRTA¹

This twitter thread from a community member makes a case for Cleveland Clinic and its major competitor, University Hospitals, to be more involved in the community through funding public transportation. The thread calls to issue the “Community Benefit” report, highlighting large numbers with no tangible results. The thread outlines several ways public transportation would benefit Cleveland Clinic patients and Cleveland communities. The article questions why this transportation tactic is not one Cleveland Clinic uses to support its community.

The thread received 20 retweets, many from community influencers such as NEO Sierra Group, an environmental activist group with more than 1,000 followers, and CLE for Transit, another activist group focused on providing public transportation throughout Cleveland.

How the Cleveland Clinic grows healthier while its neighbors stay sick²

The Politico article is an in-depth showcase of the neighbors and residents’ sentiment surrounding Cleveland Clinic highlighting issues associated with Cleveland Clinic’s local perceptions. Article author Dan Diamond was interviewed regarding the article with radio shows on 90.3 WCPN and received praise from Sam Allard, a senior writer for Cleveland Scene stating, “Cleveland natives really appreciated the piece.”

The article was shared multiple times by a variety of twitter users. Recently, the article has been highlighted again due to its mention of the project “Opportunity Corridor.”

The below statement was provided by a Cleveland Clinic tour guide in the Politico article:

“When asked about the project’s purpose, Cleveland Clinic’s top tour guide explained the current road to campus “goes through neighborhoods that people don’t want to go through” and the Opportunity Corridor would help staff and patients get to the hospital faster.”

A few more thoughts on the Opportunity Corridor and Cleveland Clinic.³

Published by Chris Stocking, a dietician focusing on working with low-income communities in Cleveland, this blog details Cleveland Clinic’s new Opportunity Corridor project and the implications it will have on surrounding neighborhoods.

The blog post asserts that other media coverage of the project has been biased due to conflicts of interest. However, while the project has been sold as an opportunity to improve impoverished neighborhoods, it serves as a means of keeping people out of the neighborhoods and improving their communities.

The blog links back to several different articles and videos, showcasing the controversy risen from Opportunity Corridor both for Cleveland Clinic and the City of Cleveland. The project seems to have caused distrust and disenfranchisement among community members with several blog post commenters agreeing they will discontinue supporting Cleveland Clinic.

Dr. Tom Mihaljevic puts Cleveland first in public debut as Clinic CEO⁴

Cleveland.com reporter Ginger Christ published this story about the new CEO on Jan. 13, 2018. The article emphasized the new CEO’s commitment to the Cleveland community and the work Cleveland Clinic was doing to give back to its community at the time. The article’s comment section provided a place to listen to audience feedback, most of whom seemed pleased by the new CEO’s speech; however, some were apprehensive about how much concluding action would be taken.

¹ <https://bit.ly/2uXrqV>: Twitter thread from @LawrenceHall105

² <https://politi.co/2Hmhfq>: Politico, How the Cleveland Clinic grows healthier while its neighbors stay sick

³ <https://bit.ly/2HjGucZ>: A few more thoughts on the Opportunity Corridor and Cleveland Clinic

⁴ <https://bit.ly/2GKW4NN>: Dr. Tom Mihaljevic puts Cleveland first in public debut as Clinic CEO, cleveland.com



CONVERSATION SENTIMENT & TRENDING THEMES

Top News Sources

Cleveland Clinic's top media ally is cleveland.com. It is mentioned in local news consistently, whether through Cleveland Clinic doctor interviews or new projects being covered. Receiving media spotlight is not a concern for Cleveland Clinic as it's being covered by local and national media.

Implications

Cleveland Clinic's top media ally is cleveland.com. It is mentioned in local news consistently, whether through Cleveland Clinic doctor interviews or new projects being covered. Receiving media spotlight is not a concern for Cleveland Clinic as it's being covered by local and national media.

Media Exposure

Cleveland Clinic experienced several peaks in news media exposure in 2017. In January, a Cleveland Clinic doctor was denied re-entry to the country after an executive order from President Donald Trump. In August, Cleveland Clinic announced it would be pulling its annual fundraiser from Mar-A-Lago, along with the American Cancer Society causing exposure to peak again. These two events also coincided with a peak in social media mentions and conversations. Other peaks include the heart surgery of Cleveland Indians Manager Terry Francona, Cleveland Clinic's Glickman Urological and Kidney Institute Dr. Hemal, who delivered a baby on a plane and news coverage surrounding Russ Wilson's history of patient abuse inside Cleveland Clinic.

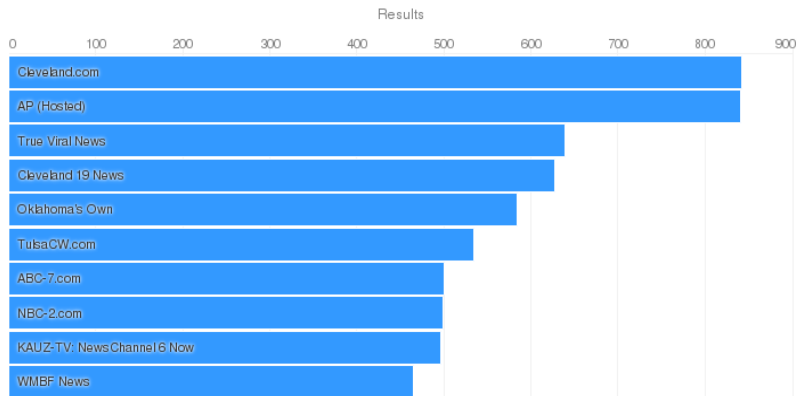
Aside from these major peaks in national coverage, Cleveland Clinic is being mentioned on a near daily basis from interviews with doctors offering their expert opinions for health pieces nationwide. Typically, these news peaks center around nationally-impacting decisions or medical advancements, rarely covering community initiatives.

Implications

These findings are consistent with the share of voice quarterly reports provided by Cleveland Clinic. Breaking news, such as Terry Francona's heart surgery, is key media interest for Cleveland Clinic. Local media tends to only cover Cleveland Clinic during primarily significant events, despite there being story-driven content happening within Cleveland Clinic daily.⁵

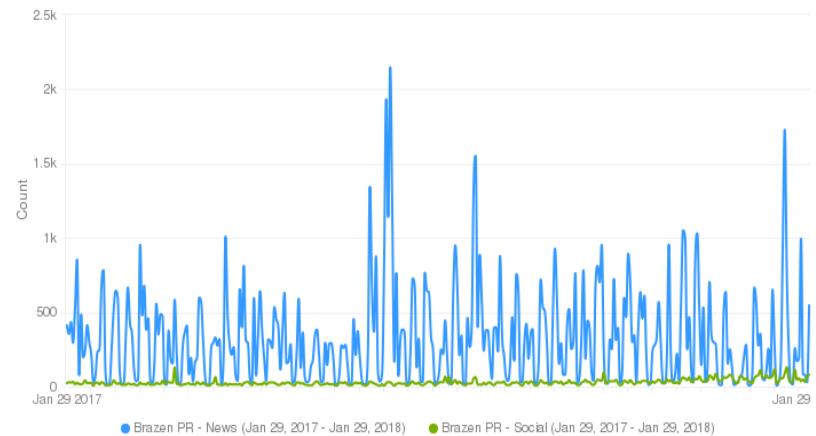
Monitor Cleveland Clinic
Jan 29, 2017 - Jan 29, 2018

Brazen PR - News Top Sources



Monitor Cleveland Clinic
Jan 29, 2017 - Jan 29, 2018

Media Exposure



Competitors

University Hospitals and MetroHealth have a much smaller share of voice than Cleveland Clinic. However, these competing brands have a stronger rate of conversation with their audiences by generating content that is both relatable and beneficial to its audiences.

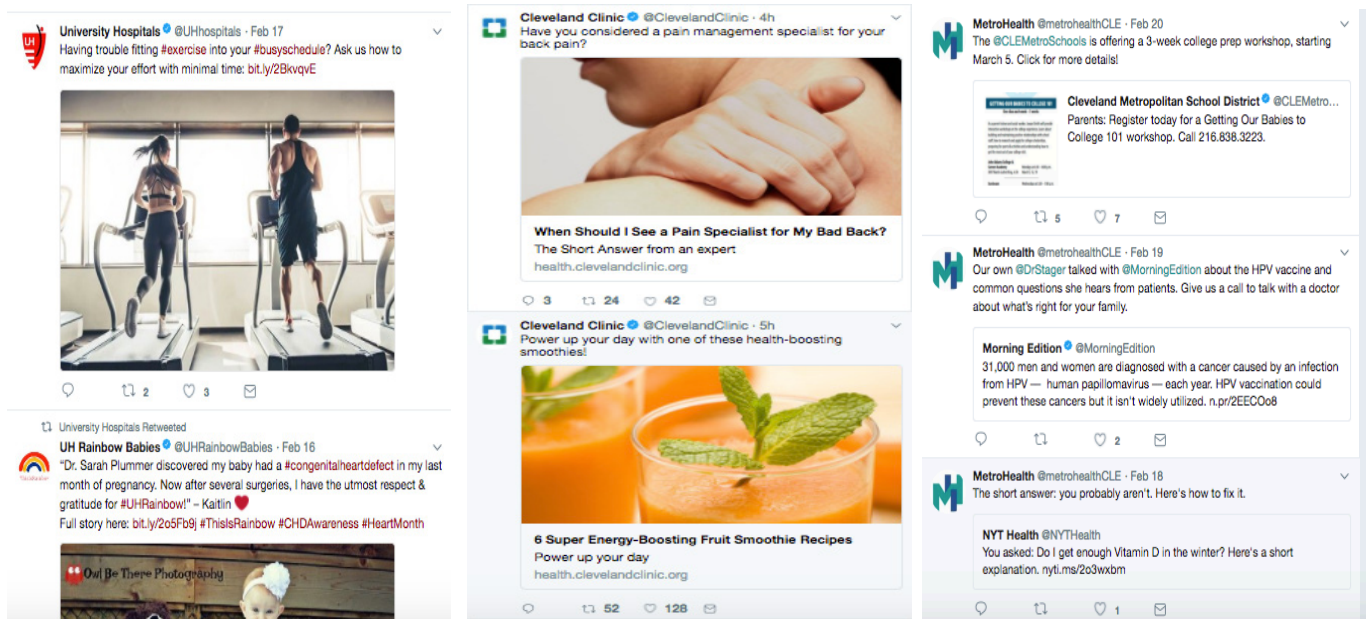
On average, Cleveland Clinic Facebook posts are shared with an article from its blog and receives average engagement. University Hospital focuses on sharing information through patient and caregiver stories, resulting in higher engagement on Facebook posts. Posts gain 20 to 30 comments per share in comparison to Cleveland Clinic's average of less than 10.

Both University Hospitals and MetroHealth utilize the theory of a "Content Curation Ratio," in which social media posts range from curated content, created content and calls to action.⁶ Each hospital shares a variety of health and local community-related articles while also sharing its own content. This contrasts with Cleveland Clinic's social media strategies which are primarily focused on sharing its blog content.

Cleveland Clinic is ahead in terms of social media metrics; however, there are places its competition is excelling. Although Cleveland Clinic is sharing important health information, University Hospitals and MetroHealth are working to create genuine interactions with audiences and social partners. On Twitter, for example, Cleveland Clinic posted 23 tweets linking to its own health-related blog articles. University Hospitals posted four tweets, each with a different strategy. One shared a cardiologist's story, two were retweets of local community health affiliates, and another shared a patient story to highlight a program. These findings are consistent with these brand's daily Twitter activity. Cleveland Clinic focuses on being a resource while University Hospitals and MetroHealth focus on connections and relationship building.



Screenshots from University Hospitals and Cleveland Clinic's Facebook information, University Hospitals and MetroHealth are working to create genuine interactions with audiences and social partners. On Twitter, for example, Cleveland Clinic posted 23 tweets linking to its own health-related blog articles. University Hospitals posted four tweets, each with a different strategy. One shared a cardiologist's story, two were retweets of local community health affiliates, and another shared a patient story to highlight a program. These findings are consistent with these brand's daily Twitter activity. Cleveland Clinic focuses on being a resource while University Hospitals and MetroHealth focus on connections and relationship building.



Screenshots from University Hospitals, Cleveland Clinic, and Metro Health's Twitter

⁵Cleveland Clinic Share of Voice, Q3 2017

⁶ <https://bit.ly/2vaeFlg>: What Is The Ideal Social Media Content Curation Ratio? IdeaAgency



SOCIAL MEDIA AUDIT

Methodology

Brazen PR's social media audit was conducted in Jan. 2018 by analyzing all social media accounts owned by Cleveland Clinic. Accounts included four Twitter accounts (@ClevelandClinic, @CCBillingHelp, @CCLRI and @CCF_IMCHEIFS), four Facebook pages (Cleveland Clinic, Cleveland Clinic for Medical Professionals, Cleveland Clinic Children's, and Cleveland Clinic In Your Community), one Instagram account (@ClevelandClinic), and one YouTube account (@ClevelandClinic).

The accounts were assessed in the following categories:

- Bio
- Follower count
- Post frequency
- Engagement: Measured by an engagement rate formula. Average level of interaction per post (likes, comments and shares) divided by follower count.
- Notes (additional comments about each account)

The audit was conducted without any additional social media measuring tools, and by observing each account on its host site.

For the complete social media audit, see A4.

KEY FINDINGS

As recommended by an Advisory Board article, Cleveland Clinic is strong in sharing information relevant to its audience.⁷ The social media content strategy is focused on being a resource for health care information, which is successful in terms of attracting followers but leaves room for further engagement by utilizing visual content. Additionally, there are daily conversations involving Cleveland Clinic the institution is not engaging with. This results in a lack of building an authentic and engaging online persona.

Telling the Cleveland Clinic Story

Following an analysis of Cleveland Clinic's social media presence, it can be concluded that the current content strategy goal is to establish Cleveland Clinic as a knowledgeable resource for health information. However, analysis also reveals the most follower engagement comes from posts focused on Cleveland Clinic's story rather than sharing health information and articles from the HealthEssentials blog. In a study of posts on Cleveland Clinic's main Facebook page in March 2018, the top three most engaged with posts revolve around visual content and storytelling.

This type of content is being shared consistently on the Cleveland Clinic In Your Community Facebook page; however, the page receives less than half the engagement the same types of content receives on the main Facebook page. Because this page has a much smaller reach than that of the main page, merging the Cleveland Clinic In Your Community Facebook page into the main Cleveland Clinic Facebook page would benefit further online engagement.

Best practices for operating multiple brand accounts on the same social network suggest that these separate pages must be unique enough to have individual target audiences and unique content.⁸ By creating separate pages within the same network for a brand, you may be diluting both your audience and message, rather than expanding reach.

Visual Content Opportunities

Our social media analysis identified opportunities to improve two-way communication and visual content strategies. Similar content shared on the YouTube account can be tailored to other social media channels to increase engagement. By featuring caregiver experiences and patient stories, Cleveland Clinic will be able to create a social media presence that is both authentic and engaging.⁹

⁷ <http://bit.ly/2sXOsM0>: Social Media Strategy 3 Best Practices

⁸ <https://bit.ly/2IDWypn>: Facebook Pages: One or Multiple?

⁹ <https://bit.ly/11sQs5s>: Best practices for a healthcare social media campaign

Cleveland Clinic's YouTube page is updated with new videos almost daily, although it is rare they are shared on other social media channels. YouTube videos are also watermarked and appear to be outdated, giving them a dull visual structure and appeal on social media. However, the more modern videos shared on social media receive more engagement, such as Get a Heart Second Opinion from the Nation's Best, which has more than six million views, and Empathy: The Human Connection to Patient Care with more than three million views.

A 2015 Twitter study revealed 82 percent of users watch video content on Twitter and a 2016 HubSpot study revealed 43 percent of consumers want to see more video content from marketers. This opens an opportunity for Cleveland Clinic to begin putting more resources into social media videos to tell its story and increase both positive sentiment and engagement.

Cleveland Clinic's current Twitter strategy is to build engagement by sharing health information to its followers; however, the account receives its strongest engagement through shared videos and stories. On average, health articles shared by Cleveland Clinic receive 50 to 100 retweets, 80 to 150 likes and at least four to five comments. When videos are shared, such as a behind-the-scenes view into a heart transplant, engagements skyrocket to more than 500 retweets and 1.1K likes with at least 60 people commenting and joining the conversation.

Join The Conversation

Online conversations are taking place about Cleveland Clinic almost daily; however, Cleveland Clinic does not respond to or further engage with these conversations. Online followers are sharing their Cleveland Clinic stories and experiences, Cleveland Clinic news articles, and positive sentiment is being brought to the brand through word-of-mouth strategies.

When celebrities share their positive experiences and endorsements of Cleveland Clinic, and local news media publish stories mentioning Cleveland Clinic, those posts should be shared and engaged with. Questions from Cleveland Clinic's social audiences or shares of their own stories also deserve recognition. Shares of these interactions with audiences and the conversations involving them will aid in building a genuine and authentic voice on social media.

The main Cleveland Clinic Facebook page reviews range from testimonials, questions and complaints. It is rare Cleveland Clinic responds to reviews; however, when it does, responses are typically provided with a pre-constructed response. On some occasions, the pre-constructed responses are posted multiple times within one review. This results in a lack of transparency leaving audiences feeling unimportant.

NewBrand offers recommendations for utilizing reviews to increase online engagement and establishing a trustworthy online persona. Your brand should use a consistent structure for replies, each reply should be customized to the commenter by starting with a direct response to the commenter and restating their key points rather than providing a copy and paste response.



Top performing Facebook posts from March 2018 from SocialBlade



APPENDIX

CLEVELAND CLINIC FOCUS GROUP GUIDE

BRAZEN PR AND ORACLE CONSULTANTS

FEB. 8, NOON - 1 P.M.

OBJECTIVES

- To gain insight on perceptions caregivers have on Cleveland Clinic's internal messaging and communication platforms.
- To gain insight on perceptions caregivers have on Cleveland Clinic's external communication efforts.

START

"Hello everyone. Thank you for taking the time out of your day to meet with us. We are Kent State University seniors in our Capstone course delivering effective communications plan for Cleveland Clinic. We will be using the content from this discussion for our research only.

Your thoughts and opinions expressed today are all valued and will be very helpful in furthering our research. As stated in the consent forms, your names and information provided can remain anonymous. You may also discontinue to participate in this study at any time. We want this discussion to be as open and comfortable for all of you, so please do not hesitate to ask questions."

Introduce ourselves

"Before we begin, we do need you to fill out these consent forms along with an informational form about yourself. Please let us know if you have any questions."

Collect forms

ICEBREAKER (5 - 7 MINUTES)

"Let's start off by getting to know everyone. Our goal is for everyone to feel comfortable and know that these conversations are truly valued."

- Names
- Where you live
- Position and how long you've worked at Cleveland Clinic
- What do you enjoy most about working at Cleveland Clinic? Can you describe an experience at Cleveland Clinic where you felt proud to work here?

EXERCISES (10 - 15 MINUTES)

Role Playing Exercise (Community Perceptions)

- Imagine you are living across the street from Cleveland Clinic, what thoughts or feelings might you have in regard to Cleveland Clinic?
- What are some comments you've heard from surrounding neighborhoods and patients regarding Cleveland Clinic's contributions to the community?
- What are some comments you've heard from surrounding neighborhoods and patients regarding Cleveland Clinic's relationships with its surrounding neighbors?
- In what ways do you know of Cleveland Clinic's community outreach?
- What events or programs are you aware of?
- How do you hear about community service initiatives?
- In what ways do you believe Cleveland Clinic could build stronger relationships with its:
 - Patients
 - Donors
 - Potential caregivers
 - Backyard neighbors





Q&A (15 - 20 MINUTES)

- How have you received news and information from Cleveland Clinic in the past six months?
- Tell us about a time you received communications about a volunteer opportunity Cleveland Clinic was conducting, did the words used motivate you to participate?
- If you've ever volunteered throughout the surrounding Cleveland communities for Cleveland Clinic, what event did you volunteer at?
- Tell us about your experience.
- Based on your daily routines, how does your intranet access help or hinder your ability to effectively execute your tasks?
- Do you think information about Cleveland Clinic public programs and initiatives such as fitness events, health clinics, internship programs, etc. are strongly communicated to the people in the immediate area?
- On a scale of 1 to 10, 1 being least supportive, 10 being most supportive; what do you feel is the perception of Cleveland Clinic in the surrounding communities?
- What is your overall perception of Cleveland Clinic and how it communicates to the public?
 - Perception of Cleveland Clinic and how it supports its surrounding communities?
 - Perception of Cleveland Clinic and how it communicates with its caregivers?
 - Perception of Cleveland Clinic and how it connects its caregivers with its patients?
- Have you ever attended a public program or event produced by Cleveland Clinic?
 - If no, why not?
 - If yes, were you given a survey or questionnaire afterward?
 - What event did you attend?
 - What motivates you to be a caregiver?

CONCLUSION

We would like to thank you for your time today and for answering our questions. If you have any other questions, comments or thoughts you would like to share with us, please do not hesitate to reach out to any one of us.





INTERVIEW GUIDE

QUESTIONS

For Everyone:

- Name
- Where you live
- Relationship to Cleveland Clinic
- What has been your experience with Northeast Ohio healthcare?
- What is your overall perception of Northeast Ohio healthcare?
 - Overall perception of Cleveland Clinic?

For Cleveland Clinic Caregivers:

- What are some comments you've heard from surrounding neighborhoods and patients regarding Cleveland Clinic's relationships with its surrounding neighbors?
- How have you received news and information from Cleveland Clinic in the past six months?
- Tell us about a time you received communications regarding a volunteer opportunity Cleveland Clinic was conducting. Did the verbiage motivate you to participate?
- If you've ever volunteered throughout the surrounding Cleveland communities for Cleveland Clinic, what event did you volunteer at?
 - Tell us about your experience.
- Based on your daily routines, how does your intranet assist your ability to effectively receive info and execute tasks?
- Perceptions of Northeast Ohio healthcare:
 - How does it support its surrounding communities?
 - How does it communicate with its caregivers?
 - How does it connects its caregivers with its patients?
- Have you ever attended a public program or event produced by Cleveland Clinic?
- Any additional comments?

For Influencers:

- How has your organization strengthened Northeast Ohio neighborhoods through community development?
- How has your organization strengthened its neighborhoods through health and wellness?
- What relationships have you had with these Northeast Ohio healthcare facilities?
- What is your perception of Northeast Ohio healthcare?
- How has your organization partnered with Northeast Ohio healthcare facilities?
- Do you know of any best practices used by healthcare facilities/hospitals to connect with its communities and patients?
- From what you are aware of, what can these institutions do to further aid the communities?



SOCIAL MEDIA AUDIT

Social Network	Handle	Bio	Follower Count	Post Frequency	Engagement	Notes
Twitter	@ClevelandClinic	Your source for health news, tips and information from the nation's no. 2 #BestHospital, helping you take care of yourself and your family.	1.48M	12+ times a day. Roughly once an hour.	On average, posts receive 50-100 retweets, 150 -250 favorites and less than 10 comments. There are some outliers that receive upwards of 500 favorites and retweets. This results in an average engagement rate of 0.00025 or 0.025% of the audience engaging with content.	This account is composed almost entirely of health articles published on health.clevelandclinic.org. Occasionally, it promotes events being hosted by Cleveland Clinic. Content strategy seems to be focused on sharing relevant health information to target audiences.
Twitter	@CCBillingHelp	Customer service for patient billing inquiries	150	Once a month	On average, posts receive less than 1 favorite, 1 reply and 1 retweet. This results in an engagement rate of 0.006 or 0.6% of the audience engaging with content.	This account tweets the same message once a month and rarely gets any engagement or conversation, despite it being a customer service account.
Twitter	@CCLRI	The Lerner Research Institute is home to all laboratory-based, translational and clinical research at Cleveland Clinic, a No. 2 U.S. hospital.	1816	Average a few times a day	On average, posts receive 10-15 favorites, 5-10 retweets and less than 5 replies. This results in an engagement rate of 0.016 or 1.6% of the audience engaging with content.	This account is a great example of a healthy mix of curating content and content creation. It shares both articles from Cleveland Clinic as well as other established medical organizations. It's also doing a really great job of engaging with conversations taking place about the Cleveland Clinic and sharing people's experiences with the clinic
Twitter	@CCF_IMCHEIFS	The official twitter page of the Cleveland Clinic Internal Medicine Residency Program	812	1 -2 times a week	On average, posts receive 10-15 favorites, 5-10 retweets and less than 5 replies. This results in an engagement rate of 0.036 or 3.6% of the audience engaging with content.	This account does a great job of providing an inside look to academic programs offered by Cleveland Clinic as well as highlighting the people and stories that make up the program. It does seem a little focused on surface-level what is happening, rather than the results achieved through the residency program. Overall, it does a great job of establishing a warm, personable person for Cleveland Clinic.
Facebook	Cleveland Clinic	Your source for health tips and information from leading medical experts, helping you take care of yourself and your family.	1,991,312 follow, 2,085,516 like	Several times a day (almost once an hour)	On average, posts receive 100 - 250 likes, 50 - 100 shares and 5 - 10 comments, there are some outlier posts which receives 1,000s in terms of likes and shares, but the average post engagement results in an engagement rate of 0.00018 or 0.018% of the audience regularly engaging with content.	This is similar to the Cleveland Clinic main Twitter account in that it shares almost entirely articles from HealthEssentials blog. It is generating a fair amount of engagement and conversation, though Cleveland Clinic appears to almost never engage with these comments even when audience members are asking questions about the content or the clinic. They do receive a lot of reviews here and very rarely engage with or respond to them. When they do engage, it is a standard repeated response.



SOCIAL MEDIA AUDIT

Facebook	Cleveland Clinic for Medical Professionals	News and information for physicians and healthcare professionals from Cleveland Clinic. Discover our latest CME opportunities, research and insights.	17,722 follow, 18,022 like\	A couple times a day	On average, posts receive 10 likes, 5-10 shares and less than 5 comments. This results in an engagement rate of 0.0014 or 0.14% of followers engaging with content.	This account is filled with great articles highlighting the innovations being made at Cleveland Clinic by doctors and researchers. It highlights new advancements, approaches and new doctors. This page has low engagement, but it feels as though the content here could easily be fed into the content on the main page in order to increase reach of these highlights of what makes Cleveland Clinic great.
Facebook	Cleveland Clinic Childrens	Our goal is to have the children and adolescents we care for back on their feet and living a normal life as quickly as possible. A skilled team of medical professionals using state-of-the art technology and programs are working toward achieving that goal every day.	120,322 follow - 122,816 like	A couple times a day	On average, posts receive less than 5 likes, less than 5 shares and 3 or fewer comments. This results in an engagement rate of 0.0001 or 0.01% of followers engaging with content	This page is again filled with Cleveland Clinic articles which receive low engagement and could probably just be fed into the main CC page. However, this page does a really great job of utilizing Facebook events and creating a calendar of all of the family programming offered.
Facebook	Cleveland Clinic In Your Community	Cleveland Clinic's local family health facilities and specialty centers are working together to provide better care for our communities.	43,199 follow - 44,080 like	Few times a day	On average, posts receive between 20 - 40 likes, 1-5 comments and 5-10 comments. This results in an engagement rate of 0.001 or less than 0.1% of followers engaging with content.	Another page full of helpful information with low engagement. Again, the events feature is managed really well here - it just doesn't seem like this page is needed in addition to the main page.
Instagram	ClevelandClinic	Cleveland Clinic Your source for health news, tips and information from the nation's #2 Best Hospital, helping you take care of yourself and your family.	36.9k followers	Weekly	Generally, posts receive between 500 and 1,000 likes and 5-10 comments. This results in an engagement rate of 0.02 or 2%	This place seems like a great opportunity to use more video - brief tours of facilities, interviews with caregivers, highlights of events and research. The posts here get generally good engagement but it seems as though there are so many visual storytelling opportunities through Cleveland Clinic that aren't being utilized here.
Youtube	Cleveland Clinic	Cleveland Clinic is a nonprofit multispecialty academic medical center. Founded in 1921, it is dedicated to providing quality specialized care and includes an outpatient clinic, a hospital with more than 1,000 staffed beds, an education division and a research institute.	32,547	Daily	On average, videos rarely receive more than 100 views and almost never receive any comments or likes. However, there are some videos which have taken off and brought in millions of views. This results in an average engagement rate of 0.002 or 0.2% of their audience engaging with posts.	This channel has really great visual resources that would be successful were they being promoted on other social media channels. This channel has great content but needs to be integrated with other platforms in order to fully utilize it.