Mike Thompson, Greg Bice, Brad Nocco, and Fan Lin
# Table of Contents

Situation Analysis ............................................................................................................. 3  
  Client ............................................................................................................................. 3  
  Context .......................................................................................................................... 3  
  Collaborators ............................................................................................................... 5  
  Consumer ....................................................................................................................... 5  
  Competitors .................................................................................................................. 7  
SWOT Nursing Profession ............................................................................................... 8  
Segmentation, Targeting and Positioning ......................................................................... 8  
  Current Situation .......................................................................................................... 9  
  Future Planning ............................................................................................................ 9  
Marketing Objectives ...................................................................................................... 10  
Communication Objectives ............................................................................................ 11  
Media Objectives ........................................................................................................... 12  
Positioning Statement & Map ....................................................................................... 12  
Creative Strategy Elements ........................................................................................... 13  
Budgeting ........................................................................................................................ 14  
Timing and Scheduling ................................................................................................... 14  
  Coordination of Efforts ............................................................................................... 14  
  Time Frame ................................................................................................................ 15  
Media mix ....................................................................................................................... 15  
Media schedule .............................................................................................................. 19  
Media budget .................................................................................................................. 21  
Integration ...................................................................................................................... 22  
  Overview of IMC plan ................................................................................................. 22  
  Evaluation methods ..................................................................................................... 22  
  Marketing Management Flowchart ............................................................................ 24  
  Integrated Marketing Communication Flowchart ..................................................... 25  
Evaluating Effectiveness ................................................................................................. 26  
Interview notes: ............................................................................................................. 28
Situation Analysis

Client

The Nursing 2015 Project is a collaborative initiative involving The Ohio Nurses Association (ONA), Ohio Hospital Association (OHA), the Ohio Organization for Nurse Executives (OONE), and the Ohio League for Nursing (OLN) that aims to transform the future of nursing in Ohio. Therefore this collaboration has the goal to recommend “strategic directions, objectives, and tactics that will enhance the profession of nursing in Ohio.” The nine guiding principles of the Nursing 2015 Project are:

1. All stakeholder are “at the table” and actively participating.
2. Frontline providers involved and their voices heard.
3. The need for cultural changes is a key element in creating the future and is not overlooked or underestimated.
4. Communication is ubiquitous and consistent.
5. Changing processes and changing infrastructures lead to success.
6. Nursing care is provided in many alternative venues. The acute care setting is one of many settings for care and will be one of the venues as opposed to the primary venue.
7. Financial alignment between payers and providers accelerates change.
8. Education and preparation for tomorrow’s nursing workforce changes in advance of the nursing practice changes and opportunities.
9. Risk-taking is a prerequisite for creating tomorrow’s future.

The Nursing 2015 Project was split into four teams: Blue, green, red, and yellow. Each team is focused on a different initiative, and all initiatives are designed to have a positive impact on the future of nursing. This particular brief will concentrate on the initiatives of the red team. The red team is focused on promoting the “leadership roles that all nurses play in today’s healthcare system.”

Context

With over 140,000 RNs and 40,000 LPNs in Ohio and approximately 4 million nurses nationwide, nursing represents the largest healthcare profession in Ohio and the United States. Though the profession is the largest within healthcare, there is still a shortage of RNs in the United States. According to the Department of Health and Human Services the shortage of RNs was about 139,000 in 2004. They also estimate that the shortage will grow from “6% in 2000 to 12% by 2010 to 29% by 2020.” At this level, 2020 would have a shortage of about 808,000 RNs. Below is a graphical representation provided from a different source that supports very similar figures.

---

1 http://nursing2015.wordpress.com/about/
2 http://nursing2015.wordpress.com/red-team/
3 Class Presentation
4 “Projected Supply, Demand, and Shortages of Registered Nurses: 2000-2020.”
The nursing profession could be dramatically impacted by healthcare reform. With the possibility of expanding coverage to 32 million Americans who are currently uninsured, there could be an even greater need for RNs. The recently passed Patient Protection and Affordability Act could potentially be a good thing for nurses when it comes to responsibility. With a shortage of family physicians and more money for both advanced practice and general nurse education, nurses may be relied more heavily upon to deliver the primary care that patients will need. With more patients than ever, and a higher dependence on nurses to provide primary care, the nurse shortage could have a dramatic impact on the healthcare system as a whole. In one way or another, the healthcare system will be changing, and these changes will dramatically impact the nursing profession as a whole.

An aging workforce and in-fighting have affected the culture of the nursing profession, especially in the hospital environment. The median age for RNs is 46 years old and 71% of all RNs are over the age of 50. A more veteran workforce tends to be “set in their ways” and may be unwilling to buy-in to change. Bullying and lateral violence, in particular, have been identified as huge problems within the nursing profession. According to the Center for American Nurses 38% of healthcare workers have reported incidents of bullying, and 53% of student nurses had been put down by staff nurses. Bullying within the nursing profession has been shown to cause

---

Health and Human Services Survey
5 http://www.discovernursing.com/job-opportunities
physical symptoms such as frequent headaches, sleep disturbance, and fatigue as well as psychological symptoms such as fear, depression and anxiety. Bullying has also been shown to lead to poor morale, decreased productivity, and increased errors.

Collaborators

First things first, all of the alliance partners will be integral to the collaboration; in this case ONA, OHA, OONE, and OLN will all play major roles in the Nursing 2015 Project. Partnerships with national organizations will come into play as well. For example, as a professional association that advocates on behalf of RNs, ONA has to work hand in hand with a number of different players. First, there are national nursing organizations that are important for ONA to have established relationships with. The Center for American Nurses provides services and products that address the needs of nurses both in and out of work. The Center for American Nurses’ products and services will be integrated into another national organization, the American Nurses Association (ANA). Though organizations such as these are not focused on Ohio specific issues, they are prominent organizations within the nursing community, and work with their state partners (such as ONA) to share knowledge and industry trends and issues. Though ONA is given as an example, any national organizations that advocate on behalf of similar issues could be considered collaborators.

Nursing schools can also be considered collaborators. This is where all nursing professionals are training students who will enter the field, and therefore they have a drastic impact on such things as expectations within the field and curriculum. These schools are also promoting the nursing profession by speaking with young adults about what nursing entails, and persuading those who may be interested to apply to nursing school.

Consumer

The Nursing 2015 Project is working to transform the future of Nursing in Ohio. With over 140,000 RNs and 40,000 licensed practical nurses (LPNs) in Ohio alone, the Nursing 2015 Project has a large pool of nurses that the project could impact. There are many motivations and reasons that individuals choose nursing as a career. First and foremost, there are a number of rational benefits provided to those who choose nursing as a career. Job opportunities are abundant, and because of the current and expected shortage of RNs, nurses can feel confident in their job security. Nurses are also paid quite well and receive excellent benefits. According to the US Department of Labor (May 2008), the median salary for registered nurses was $65,130 in 2008.

---

12 http://centerforamericannurses.org
13 http://www.discovernursing.com/benefits-and-salaries
Finally, nursing provides flexibility in a number of areas. Because of the shortage of nurses, nurses have great flexibility when it comes to choosing where they want to work, what time of day, how long, what kind of environment, and the type of functions they want to support. Though many choose the career because of the functional benefits, affect definitely comes into play as well. Many choose the career simply because they spend their days helping people. The feeling of togetherness of working on a team to help patients with their health is gratifying and often a central focus when choosing the nursing profession.

There are some common themes that are also important to point out when understanding nurses. As mentioned in the context section, bullying is a huge problem within the field, and the focus organizations such as the American Nurses Association has placed on the issue speaks to just how much of a concern bullying in the nursing profession is to those who work in the industry. Also, with 71% of all RNs over the age of 50, it is extremely difficult to change the behaviors and perceptions of people who have been working in the field for over twenty-five years. Nonetheless, with so many nurses reaching the point of retirement in the next ten to fifteen years, nursing demographics are going to change dramatically and the average nurse will be younger. This presents an opportunity to mold younger nurses and nursing students into the leaders of the future.

Though the Nursing 2015 Project focuses on practicing nurses, it should not ignore those who may potentially be interested in a career in nursing. This specific consumer would be in the exploratory phase of career search, most likely would be a little bit younger than current nurses, and would have some interest in helping people for a living.
Competitors

Though there is a fairly large pool of nurses in Ohio, regional and function specific organizations outside of the alliance compete for these nurses’ time. Some examples of the regional organizations that nurses have the option to join include the Greater Cleveland Nurses Association (GCNA), Northeast Ohio Nurse Practitioners (NEONP), and Youngstown General Duty Nurses Association (YGDNA). Organizations that are more tailored to the specific job would include groups such as the Ohio Association of Advanced Practice Nurses (OAAPN), the Ohio chapter of the National Association of Pediatric Nurse Practitioners (NAPNAP), and the Ohio State Association of Nurse Anesthetists (OSANA)\textsuperscript{14}. It is possible for nurses to join a number of different associations, but the challenge is the level of engagement each individual member dedicates to the organization. Because there are options that may be more customized to the individual nurse (either location or job function specific), the Nursing 2015 Project could get lost in the shuffle and therefore would need buy in from these other organizations. Otherwise, members could potentially get more involved with the organizations that are more tailored to their specific job or location and the Nursing 2015 Project could be left on the back burner.

When it comes to the career seeker, the nursing profession faces very stiff competition. Those individuals interested in careers where they can help people have many different options including more immediate impact alternatives like the Peace Corps, military, or any other opportunity that does not require a degree. For those who may be interested in careers in the medical field, nursing faces stiff competition from more glamorized medical professions like that of a surgeon or physician as well.

\textsuperscript{14} \url{http://www.theagapecenter.com/Organizations/State-Nursing.htm}
SWOT Nursing Profession

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Security</td>
<td>Emotional stress</td>
</tr>
<tr>
<td>Abundance of job opportunities</td>
<td>Physical stress</td>
</tr>
<tr>
<td>Helping people every day</td>
<td>Healthcare bureaucracy</td>
</tr>
<tr>
<td>Healthcare industry</td>
<td>Poor staffing</td>
</tr>
<tr>
<td>Variety of work</td>
<td>Management issues</td>
</tr>
<tr>
<td>Pay and benefits</td>
<td>“nurses eat their own” attitude</td>
</tr>
<tr>
<td>Make a difference in people’s lives</td>
<td>Long hours, weekends, etc.</td>
</tr>
<tr>
<td>flexibility</td>
<td>Lack of leadership</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collective bargaining</td>
<td>Healthcare reform</td>
</tr>
<tr>
<td>Healthcare reform</td>
<td>Older workforce retiring</td>
</tr>
<tr>
<td>Older workforce retiring</td>
<td>Older workforce not retiring</td>
</tr>
<tr>
<td>School curriculum changes</td>
<td>Nursing shortage</td>
</tr>
<tr>
<td>Influencing school selection and recruitment</td>
<td>Nursing burn-out</td>
</tr>
<tr>
<td>Leadership opportunities</td>
<td>Lack of nursing educators</td>
</tr>
<tr>
<td>Push towards higher education</td>
<td></td>
</tr>
</tbody>
</table>

Segmentation, Targeting and Positioning

The Nursing 2015 Project’s STP strategy should align with the mission-“To transform the future of nursing in Ohio”. The red team specifically will be looking to promote the leadership roles nurses play in today’s health care system. Successful fulfillment of this mission would mean a well recognized and respected professional image, as well as the perception of nurses acting as leaders within the health care system. These two conditions are intertwined. The more recognized and respected nurses are the more people will look to them as leaders.
Current Situation

Currently the Nursing 2015 Project has a very broad audience: Ohio citizens. They plan to roll out a state-wide marketing campaign focused on nurses as leaders, and will look, more specifically, to implement a statewide public relations campaign to educate Ohioans about the contributions Ohio nurses make to the health and well-being of Ohio residents. The red team would like to position the nursing profession both externally and internally as leaders within the health care system. Though the mission of the red team is focused on leadership, the audience that they have selected is too broad. For instance, why should a banker care or change his perception of the nursing profession? Why should the stay at home mother of three care whether nurses are viewed as leaders or not? Most importantly, do nurses really believe this? Therefore, we suggest that the red team focus internally, getting nurses on the same page, before blasting out a campaign to every John and Jane Doe in the state. Though starting with nurses seems practical, it will be important to target specific groups within this segment as a means to communicate most effectively.

Future Planning

To achieve the objectives of the Nursing 2015 campaign, we believe the red team must alter its STP strategy, focusing its promotion and service efforts towards two target segments: Potential nurses (Primary) and early-career nurses (Secondary). Our rationale for doing so is very much tied to the idea that the red team is trying to change the perception of the nursing profession and would like to focus on the leadership aspects of nursing. In order to change perception (in general), it is important to note that perception is constructive. Perceptions are constructed on the fly and are based on two things:

- The actual stimulus or event
- Prior knowledge/expectations

The prior knowledge piece of this is what is most difficult to address. A well constructed advertising campaign could easily affect part one of this definition, but the prior knowledge piece is much more difficult to influence. As indicated earlier, the nursing workforce is aging, with over 70% of nurses being over the age of 50. This presents a huge problem when it comes to the prior knowledge piece because the majority of the profession has over 30 years of experience and may already be set in their ways. The aging population also presents a great opportunity for change as there will have to be an influx of younger nurses to fill the places of the soon to be retiring workforce. It is this younger population of nurses and potential nurses that presents the red team with the most opportunity to change the perception of nurses and emphasize leadership within the profession. By targeting potential nurses and early career nurses
the red team can help shape the prior knowledge piece of this, and combined with its campaign materials address both areas that influence perception.

Given current and future demand of the nursing profession, we suggest the Nursing 2015 Project team extend its customer scope to include younger stage nurses and potential nurses in the Ohio area. Potential nurses would include high school students, university freshmen, undergraduates, and those looking forward to graduate education in health care industries. These groups have not entered the employment market (or have minimal exposure) and therefore have the lowest opportunity cost to set or change their career path. They are also among the desired change-enablers that fit Nursing 2015’s objective to transform perception of nurses and their involvement in leadership. Thus, the red team should look at two primary targets: early career nurses and potential nurses (young adults). The new generation of nurses is expected to deliver high quality care and positive patient outcomes through “leadership, coordination and collaboration.”

Marketing Objectives

The overall goal for this campaign is to change the perception of nurses and reinforce the idea that nurses can (and should) take a leadership role within their work environments. Therefore, buy-in needs to happen internally first. As mentioned above, in order to change perceptions, it is imperative to help shape the knowledge of those who may be looking at a career in nursing. Much will need to be invested on the recruitment end of the profession, in general, due to the shortage of nurses currently and the aging workforce. With an influx of young talent in the industry comes the ability to change the perceptions of nurses and shape the culture of leadership within the profession. Our stretch goals are thus to:

- Increase the number of applications by 10% at Ohio nursing schools in the next 5 years (not increased enrollment, but instead increasing the overall candidate pool)
- Persuade 30% of nursing schools to incorporate leadership components or modules into their curriculum in the next 5 years
- Increase nurse volunteer hours by 5% each year

By increasing the number of applications that nursing programs receive, the overall candidate pool increases for a limited number of spots. Therefore, only the most competitive candidates can be chosen, and those who have shown leadership skills in the past could potentially be prioritized. Simply increasing the candidate pool is not enough. Though getting into nursing schools may be more competitive, it will be drastically important to stress leadership to those who are first starting to learn about the profession. With the incorporation of leadership

---

15 Nursing 2015 Program: http://nursing2015.wordpress.com/about/
components and modules in nursing schools, candidates will be exposed to a sustained focus on the importance of leadership within the profession. Finally, as a means to execute our campaign, it will be drastically important to get more involvement from nurses in the state. Because the budget of the project is minimal, nurse volunteer hours will be of the utmost importance.

Communication Objectives

The communication strategy is twofold: to build awareness of the profession and the leadership aspects of the career and also generating favorable attitudes and career interest through positive feelings associated with, amongst other things, the leadership aspects of the profession. These particular objectives are targeted toward potential nurses. The red team needs to make it a priority to recruit young professionals and attract young talent through a quantifiable set of initiatives. The communication campaign should:

- Increase the knowledge of the nursing profession and its leadership aspects amongst young adults (14-21) in Ohio by 20% over the next 5 years.
- Increase attitudes of the nursing profession amongst young adults (14-21) in Ohio by 15% over the next 5 years.

The absence of a budget makes this task extremely difficult and unfortunately constrains what activities can be done to achieve the marketing and communication objectives. Nonetheless, through a number of creative ways the red team can effectively communicate its message. These methods will be detailed in our media mix section. As a way to measure communication objective success, the red team should use surveys to measure the level of awareness in regards to the specifics of the nursing profession and the attitudes of the profession amongst this particular target audience.

Nursing schools also need to buy-in to the idea of leadership being an integral component of the nursing profession. Therefore a different communication objective must be set for instructors and those who are creating nursing school curriculum. In this case, awareness will once again be the focus. The red team should look to:

- Convince 45% of nursing school faculty and administration that leadership skills are important to the career development of nursing students

The nursing 2015 project also needs to get more involved when it comes to the nursing schools that are educating and recruiting those interested in nursing careers in Ohio. First, from an education standpoint, there is a need to focus on ways to push for nursing schools to include a leadership component in their curriculum. The red team can frame this conversation as “consultation” and talk to these schools about the need for leadership and how important leadership curriculum could be for the development of the school’s students. The red team could potentially even offer to help design the leadership curriculum, and possibly get paid to do so (an
added bonus). Specific targets and goals to meet our marketing objectives can be located in our media objectives later in this brief.

Early-career nurses also need to buy-in to the idea of leadership within the profession. By getting these younger nurses to volunteer and spread the idea of leadership within nursing, and providing leadership and professional development modules within the work environment, the red team should be able to help shape the perception that early career nurses have of the profession.

Media Objectives

As a means to fulfill our marketing and communication objectives, it will be extremely important to be granted an audience by young adults who are still trying to decide what careers they would like to pursue. There are approximately 1100 high schools in Ohio\textsuperscript{16}. The red team should target 20\% of high schools (220), utilizing nursing volunteers in that particular high school’s area. This could occur during National Nurses Week, or could appear during any type of health and wellness module, health class, and/or physical education class. The red team should focus on having a volunteer speak to these high schools one time per year, but should also speak with and reach out to high school guidance counselors an additional two times per year providing them with career information and pamphlets/brochures detailing the profession (and its leadership aspects).

The red team should also aim to speak with nursing schools and those who develop the curriculum once per quarter as well. With approximately 80 nursing schools in the state\textsuperscript{17}, the red team should focus on getting 5 schools per year to incorporate leadership modules into their curriculum. The ultimate goal would be to have leadership as part of the curriculum at 30\% of the nursing schools (24) in the state within a five year time period.

Positioning Statement & Map

For potential nurses and early-career nurses, the Nursing 2015 Project is the initiative that delivers a message of hope, trust and opportunity because the Nursing 2015 Initiative is dedicated to building awareness about the nursing industry, emphasizing the profession’s leadership qualities, and advocating on behalf of nurses throughout Ohio.

\textsuperscript{16} http://www.ohiohighschools.org/
\textsuperscript{17} http://www.nursingschools.com/states/ohio-nursing-schools-programs.html
Creative Strategy Elements

**Target response before message:** Nurses are viewed as doctor’s assistants. Nurses are not viewed as leaders

**Key Benefits:** Help people, good pay, flexible hours, and leadership opportunities.

**Reason to Believe:** Nurses are volunteering their time to promote the profession in person. Nurses are already considered the most trusted profession. With healthcare reform, nurses will need to take a more central (leadership) role in primary care.

**Response:** I am aware of what nurses really do, understand that nurses possess leadership qualities, and will consider it for my future.

**Style:** Informative, heroic, hopeful, opportunist.

---

Budgeting

Building Awareness

Timing and Scheduling

Coordination of Efforts:

Coordination Hierarchy
When looking at the coordinating efforts, it will be important to control the flow of information. Communication is the key to this campaign, so we devised a simple hierarchy to remind everyone of how information will be disseminated. The red team will be in charge of spearheading the operation and they will be in charge of what will be communicated. Therefore, we are taking a top-down approach. Once the red team passes along the strategy, nurses, volunteers, and recruiters will be responsible for communicating the message to the appropriate targets.

**Time Frame: (6 Months)**

- **Objective 1**: Get buy-in from 1% percent of the target volunteer audience  
  o Use red team members to communicate the campaign objectives.
- **Objective 2**: Identify the ideal target audience based on the volunteers (which high schools and nursing schools to attack)  
  o The red team will devise the best plan of attack and coordinate individual efforts for volunteers.
- **Objective 3**: Create awareness about the campaign among 40 percent of the target population and show in increase in overall nursing community population  
  o Outsource surveying of general population and stay in touch with recruiters for changes in nursing population
- **Objective 4**: Obtain a 10 percent decrease in the levels of nurse bullying occurring at hospitals due to the increased emphasis on leadership and community in nursing schools.  
  o Utilize nursing feedback surveys to access level of change
- **Objective 5**: Develop and maintain regular use of promotional activities  
  o Revisit number of volunteers to adjust for changing levels of nursing population and satisfaction to achieve 5 year goals.

**Media mix**

For our media mix, we will be focusing on several different touch points. These include online social networking through a medium like Facebook, printed materials for distribution during recruiting activities and presentations, word of mouth advertising through presentations, online video advertising via YouTube, and printed communications through the nursing newspapers. Each of these areas represents a specific touch point where we can target our audience, while also keeping our overall spend as low as possible.
Everyone and every organization these days has some presence on Facebook, and the Nursing 2015 Initiative should be no different. Because we are attempting to target young adults, this could potentially be the easiest way to communicate with them. Younger generations are increasingly adept at using social networking sites and Facebook will act as a vehicle to bring our target population together, but also will act as a place to direct follow-up questions and convey interest in the program. This would be a free hosted service that would only require a few nurses to look in on it from time to time in order to answer questions. It takes little time to set up and would be the perfect way to disseminate information on a continuous basis at no added cost.

Print materials

Examples of all of our print materials were provided in the appendix. We plan to use these as a means of providing information, increasing awareness, and driving buy-in. As we discussed, the strategy is to reach out to younger potential nurses as well as make a shift in the recruiting and training of nurses in Ohio. These print materials will play a pivotal role. During our nurse run presentations at schools, pamphlets providing information about the initiative will be distributed. Then after the completion of the program, each student will receive a certificate of completion. Therefore, not only will students learn more about what it is like to be a nurse, but they will also begin to feel like one. New recruitment flyers will also be made available. These will be
provided to nursing schools’ recruiting departments to help provide awareness about the new initiative, and also act as a coherent message with the other activities going on. As we have provided viable print materials, the only cost involved will be the actual printing of these materials which will be minimal.

**YouTube**

YouTube has begun to change the face of advertising and we plan to use it to our advantage. Anyone with a video camera can make a video, and we plan on using it to further the coherence of message communicated by the Nursing 2015 Initiative. This video will be used during presentations and included in all online and print media. With it, we will be able to convey the Nursing 2015 initiative’s core values and purpose to our target audience at no monetary cost to us. In essence, this will be our PR statement to the world, and could emphasize the leadership aspects of the nursing profession. This channel will be driven by nurses simply remembering to reference it and guide people to it as often as possible.

**Presentation / word of mouth**

As we have discussed, the YouTube video and some of the print materials will be used during the course of nurse run presentations. These will involve having volunteer nurses approach schools in order to provide an educational opportunity. We will sell this as a chance to teach students more about what goes into being a nurse. They will learn valuable medical terms, life saving procedures like CPR, and have fun while doing it. This learning/game approach was previously used by the Ohio Society of CPA’s and has been instrumental in increasing their awareness. The key is simply finding a way into the schools. Sometimes this involves calling the school’s employee that deals with outreach programs, and other times it is as simple as nurses talking with their children’s teachers. Once again, this process is entirely driven by nurses’ volunteerism. It is up to them to get the presentation on the calendar and implement them. We suggest trying to coordinate all of these presentations around a similar time frame. A good time to have a large push could be on National Nurses Day, also known as National RN Recognition Day, on May 6th. It is the same time each year and is the start of National Nurses Week which goes until May 12th. This event is designed to recognize the significant work that nurses do, as well as educate the public about the work they perform. Activities usually involve educational seminars, banquets, and community events. Nurses are usually honored with gifts and praise from doctors, administrators, and even their patients. Therefore we believe that this will be the perfect stage to build awareness for the initiative. Another use of word-of-mouth will be dealing with the administration at nursing schools. As our objectives reflect, we have specific penetration goals set for the nursing school curriculums. We will need members of the Nursing 2015 Initiative to approach nursing schools, advise them of the initiative, as for changes to be implemented in the curriculum, pass off print materials for recruitment purposes, and keep an ongoing dialogue in the future to ensure adoption of the leadership focus. It will be essential to the cause to keep this an open working relationship.

---

Nursing Newspaper

This touch point will solely focus on nurses themselves and act as the voice of Nursing 2015 to the nurses. The Ohio Nurse goes to every nurse in the state and it is put out through the Ohio Nurses Foundation - the non-profit arm of the Ohio Nurses Association. It is a quarterly publication and Nursing 2015 would have to buy space to utilize this median. But the upside is we could put anything we wanted disseminated to the masses into the publication. We will use it to drive buy-in from nurses all over the state. Combined with the individual efforts of the Nursing 2015 members, we will have a stage set for recruiting volunteers and communicating to them. One of largest issues in the nursing profession is the distribution of nurses and hospital practices. Luckily, this median provides us with a way to communicate with everyone at once.  

Media Weight

Facebook – 365 (hour a day to service page and answer questions)  
Newspaper – 52 (hour a week to put together a quick initiative update)  
Presentations – 1303 (1,800 volunteer hours budgeted for less other media activities)  
Print Materials – 30 (small number used just to print more materials when needed)  
YouTube – 50 (lump sum to create video)  

http://www.ohnurses.org/AM/Template.cfm?Section=Ohio_Nurse_Newsletter&Template=/TaggedPage/TaggedPageDisplay.cfm&TPLID=40&ContentID=2416
Media schedule

For our approach to this campaign, we will be using three different types of media schedule. All of our media activities fit into a continuous, pulsing, or a big push schedule. The costs associated with each medium will also be discussed below.

Continuous: Facebook, LPD, and YouTube video

The continuous schedules will include our Facebook activities. This medium will be the main follow-up touch point for all interested parties. As shown previously, we expect this endeavor to require at least one hour a day for nurse volunteers to update information or answer questions posted on the wall. Activities will continue in this manner for the life of the campaign. Also included under this schedule type are the Leadership Professional Development (LPD) activities that we plan on inculcating into nursing school curriculums. This process is listed as continuous because it will involve, first, getting buy-in from nursing institutions to take part in our new initiative and, second, getting them to make this a part of all future students ongoing educational development. We previously outlined the number of schools we hope to affect, and this is where the continuous process begins. Volunteers for the Nursing 2015 Initiative will have to approach schools and extol all the efforts being put forth, discuss the impending shortage of doctors that will need to be replaced by nurses with greater leadership capabilities, and how they can help to make this state wide initiative possible. From then on, the continuous process will be in the hands of the nursing school to implement. And lastly, the YouTube video obviously classifies as a continuous activity. Once the video has been posted, people will be able to reference or view it at any time until a point when the campaign leaders decide it should be taken down.

Pulsing: Fliers

Under the pulsing schedule type, we first have the fliers shown in the appendix. These print materials were generated for the purpose of disseminating knowledge, but we do not wish to alienate our target audience. For this reason, we felt distributing these materials for small intervals at a time would be the best approach. For fliers specifically, we could post/hand out hard copies, as well as email PDF copies to our target audience.

Big push: Presentations

Our last schedule type revolves around putting most of our efforts into one big push. As we have discussed, we plan on trying to enter schools on the coattails of the annual nurses’ week. We plan to have the majority of our presentations commence during this time period. In the eventuality that we don’t hit our goal of reaching 220 schools during the official nurses’ week, this big push would need to be extended a little longer until such time that we have met our goal.
When it comes to the monetary costs of our media spend, we felt that YouTube, Facebook, and the presentations would rely solely on volunteer hours. Newspaper articles and print materials will be the main costs of the campaign. We made a few assumptions about what the costs of these activities would be. After contacting the publishers of the Ohio Nurse newspaper, we received their pricing list that is provided in the appendix. If we decide to include an article in each of their four quarterly publications per year, there is a discounted price. Then you have the choice of size of the article and whether it will be in color or black and white. If we decide to purchase a quarter of a page in black and white for each quarterly publication, the annual cost will be $17,551. Of course this number can be easily adjusted based on whatever size and colors are chosen by the Nursing 2015 Initiative. And for print materials, we contacted an individual who worked on a similar initiative for the Ohio Society of CPA’s to see what they spent. Their total costs for these materials amounted to $5,400 annually.
Media budget

Since our primary objective is to build awareness through our campaign, we need a budget for promotions. But with a current budget of $0, we have nothing to work with but human capital. According to a member of ONA, the number of practicing nurses from 2000 – 2008 has stayed constant at around 4 million throughout the country. Ohio currently has about 180,000 practicing nurses. If we can get even 1% to volunteer to promote our cause for 1 hour each, that would mean 1,800 hours of free promotions for our cause. But in order to achieve this, members of the Nursing 2015 Initiative will be responsible for finding volunteers. Each member will have to start a movement in the hospitals or other facility that they work in. There may be low returns at first, but once the movement picks up nurses will be much more likely to take part. Luckily, the same materials that will be used on our target audience should also work on the potential volunteers. The YouTube video and print materials should help to get the main objectives across and sample of the presentation could be used on larger groups.

One tweak to the strategy down the line could be to find alternate forms of funding for promotions. The Nursing 2015 Initiative is currently enhancing its efforts with help from several organizations in order to increase the campaign’s overall effects. Together, these organizations may be able to come up with some funding. If not internally, they should have external contacts that might be interested in furthering the cause. There are many organizations out there offering funding to situations that qualify. The key will be searching out those that fit with the campaign’s endgame and making sure the qualification process fits their timeframe. With all the government grants offered, there is a very high likelihood that at least one of them would apply to the Nursing 2015 Initiative. Once again, the major issue to pay attention to is the timeframe. Applying for and receiving government grants are often a very long an uncertain process. But the benefits would be much needed; it just means these funds should not be heavily relied upon due to the uncertainty involved.

In order to build awareness and meet our goals, we will need to eventually approach all the nursing schools and recruiting agents in Ohio. Hopefully based on the breadth of our campaign and the initial success, we will be able to drive buy-in from these individuals as well. The end game will be to have curriculums adjusted to involve more of a leadership focus for the incoming nurse population, as well as target potential nurses of the future with marketing materials highlighting the new initiatives of Nursing 2015 Initiative. Once buy-in is achieved from nursing schools, we believe it would be prudent to approach them for volunteer hours and funding as well.

It would also be advantageous of the Nursing 2015 Initiative to piggyback on the awareness and funding of an already existing campaign. Johnson & Johnson, with their global renowned would be an ideal target. They are currently undertaking an initiative know as The Johnson & Johnson Campaign for Nursing’s Future. If we could get backing from a company of this caliber, it could greatly improve their share of voice during the awareness campaign and potentially even lead to additional funding

---

Integration

Overview of IMC plan
This IMC plan defines a marketing plan which will enforce the leadership role and professional image of nurses internally and externally by targeting communication effort on potential and early-career nurses, reaching them through a dynamic mix of media at both a continuous and intermittent base.

All marketing activities will be networked and delivered with good logical consideration. To raise high involvement, personal selling and events should carry more weight. Current nurses will reach out to schools faculties and officers to offer educational presentations to students, ideally around a similar time frame (National Nurses Week), to maximize the PR and marketing influence. Public advertising on Youtube and digital marketing through Facebook and Nursing 2015’s collaborative websites should also be a place to support outreach and presentation activities. They will be displayed at the presentation to present background information and trigger interest and positive attitude growth. YouTube and Facebook content is also imperative to create and extend the post-presentation connection as they are physically available for as long as the campaign continues. To leverage the searching function of YouTube, multiple video clips of same theme are recommended so that they will be recommended by YouTube website as relative videos. Pamphlets providing information about the initiative will also be distributed at the presentations. In addition, contact and interest of participants will be collected at all events for input to the direct marketing database. After the events, electronic fliers and newsletters can be sent to those interested participants. Survey will be conducted on the spot or online to collect feedback on presentations and other events. Survey result will be analyzed to evaluate the performance of campaign activities.

Evaluation methods

1. Survey on the spot: concise questionnaires with no more than 7 questions can be used after presentations or other public events to collect following data from participants:
   - Number and level of favorability of impression
   - Number and level of improvement in leadership awareness, and in attitude towards action

2. Survey online to collect similar information from target audiences. It can be conducted before or after target audiences expose to the campaign events. What to collect after the event can be the same as point 1. Data collected before the event can be used in comparison to data after the event. Particularly, survey questions should focus on current perception and sources of major influence to help orient the marketing effort.
3. Other statistics of online and offline activities
   - Number of linking, visits on Facebook and YouTube, and text comments
   - Number of increased volunteer hours. Provide a link on major campaign website for volunteer nurse to check in / out and register their volunteer hours, date and time, and type of volunteer activity. Volunteer hours will be compared with budgeted hours to reflect progress and costs

4. Site revisit to schools and communities to check out the effect over time. This evaluation will be conducted as interviews with students, faculties, and officers. Qualitative reports can be delivered after interviews to reflect problems and progresses.
Marketing Management Flowchart

Organization Mission and values
Change the perception of nurses internally and externally and reinforce that nurses can and should take a leadership role within their work environments

Target Market
- Current nurses
- Potential nurses
- Nursing schools

Situation analysis
SC, STP of nursing profession

Market opportunity analysis
Health care reform, older work force retiring, existing campaign to promote nursing profession, awareness of nurse shortage from nursing schools and hospitals

Market Objectives
In need 5 years and amongst young adults (14-21) in Ohio, increase the knowledge of the nursing profession and its leadership aspects by 20%, increase attitudes of the nursing profession by 15%

Analysis of Buyer Behavior
Younger population of potential nurses presents most opportunity to change nurses' perception

Market Segmentation
Current nurses, potential nurses (students)

Marketing Strategy
Marketing communication targeting potential nurses at training and recruiting processes

Marketing Tactics

Product
Nursing profession

Price
Cost and benefits of nursing profession

Place
High schools, nursing schools

Promotion
Scholarship and funding opportunities, education and recruiting support

Marketing Program
Mediamix and weight, media schedule, and media budget

Response of Target Market
Conduct surveys before and after events, monitor likes, visits and comments on internet media
Integrated Marketing Communication Flowchart

IMC Mission / Vision
Change the perception of nurses internally and externally and reinforce that nurses can and should take a leadership role within their work environments.

Current Users
- Current nurses
- Potential nurses
- Nursing schools

Situation Analysis
SC/STP of nursing profession

IMC Objectives
- Increase knowledge of the nursing profession and its leadership aspect by 20%
- Increase attitudes of the nursing profession by 15%

Competitive Analysis
- Multiple organizations other career option providers

Geographic Analysis
- Nursing population nationwide & in state
- Aging population

Budget
- Minimum

IMC Strategy
- Target potential nurses at training and recruiting processes through a network of media at both continuous and pulsing time frame
- Personal selling
  - Speaks to those in recruitment, recruits student volunteer to contact faculty, nurse presentation / word of mouth
- Directing marketing
  - Recruiting fliers, info pamphlets

IMC Tactics
- Advertising
  - YouTube video
- Sales Promotion
  - LLP events / training
- Digital Marketing
  - Website campaign, Facebook

IMC Plan / Introduce resource allocation
- Continuous: Facebook, LLP and YouTube video, Pulsing: fliers
- Big push: presentation / word of mouth

Evaluation Method
- Survey: Increased nurse volunteer hours, number and favorability of impression, number and improvement in awareness and attitude towards action
- Linking, visits and comments: monitored from Facebook and Youtube
Evaluating Effectiveness

Sample Survey for Campaign Awareness (External Metric)

1. How have you been exposed to the nursing profession in the last 6 months: (Circle all that apply)
   a. Career Day
   b. Bring Your Daughters And Sons To Work Day
   c. Career Fair
   d. Myself or a loved one was ill
   e. I noticed some advertising
   f. Other: ____________________________________________________________

2. What gender are you? Male or Female

3. What is your ethnic background?
   a. Asian
   b. African-American
   c. Hispanic
   d. Caucasian
   e. Other: ____________________________________________________________

4. How old are you? (Circle one)

5. How would you rate your overall feelings about nursing community? (Circle one)
   1  2  3  4  5  6  7  8  9  10
   Very Bad  Very Good

6. Which statement best describes your opinion of nurses: (Circle all that apply)
   a. They are a tight knit community working for a common goal
   b. Nurses wish they were doctors
   c. Nurses just want to get me in and out of the hospital
   d. Nurses don’t get along very well

7. Have you ever been in the presence of nurse bullying? Yes or No
Sample Survey for Nurse Feedback (Internal Metric)

1. I became a nurse because: (Circle all that apply)
   a. I wanted to help people
   b. I always liked/respected nurses
   c. It was a good fit for me
   d. It was a job that I could get
   e. I could not be a doctor
   f. Other: ____________________________________________________________

2. What gender are you? Male or Female

3. What is your ethnic background?
   a. Asian
   b. African-American
   c. Hispanic
   d. Caucasian
   e. Other: ____________________________________________________________

4. How old are you? (Circle one)
   Under 30   30 – 50   51 – 65   Over 65

5. How would you rate your overall feelings about nursing community? (Circle one)
   1  2  3  4  5  6  7  8  9  10
   Very Bad   Very Good

6. Which statement best describes your situation: (Circle one)
   a. I am a member of a tight knit community of nurses
   b. I found my niche in the community
   c. I am treated like the new intern at a firm
   d. This feels like high school bullying all over again

7. Have you ever been in the presence of nurse bullying? Yes or No

8. If I had one thing to say to all the incoming nurses out there, it would be:
   _____________________________________________________________________
   _____________________________________________________________________
Interview notes: RN (Associate Degree) from OSU

Bullying
- There are problems with nurses bullying. They have actually coined the term “nurses eat their young.” Evidence was most seen during nursing school. Older/more experienced nurses wanted nothing to do with new nurses. There were even problems between nurses with their bachelor vs. an associate degree.

Attire
- People are less intimidated by scrubs. The colors mean different things and patients are able to identify the color differences. It works well for patients and even nurses had an easier time finding the appropriate staff quicker.

Communication
- What would the best forms of communication be to get the new message across? The answer is it depends on the hospital. Communication is good in her experience at OSU. All communication is done face to face, which works best. It is very personal.

Points of Interest
- Works with good nurses and would rather have some of the nurses provide care than the doctors.
- The biggest reason for fighting between nurses is because they are mostly women and women are prone to fighting with each other.
- Expectations of the nurses are the key to change.
Ohio Nursing 2015

Volunteer Guide

BEFORE YOU ENTER THE CLASSROOM

✓ Practice your presentation before you get in the classroom
✓ Email the teacher the approved ONA presentation
✓ Arrive at the school at least 20 minutes before your presentation begins and check in at the front office
✓ Have fun and be engaging!

INTRODUCTION – 10 Minutes

✓ Introduce yourself and nursing profession – 5min
   a. Talk about who you are
   b. Why did you become a nurse?
   c. Talk about your career.
   d. Talk about why you are in the classroom
      i. To introduce the nursing profession
      ii. To learn about a healthy lifestyle
✓ Handout Baseline knowledge Quiz – 5 min

PRESENTATION – 20 min

✓ Presented the approved Nursing 2015 PowerPoint with a fun and engaging attitude!
✓ Be sure to take questions at the end of the presentation

POST-PRESENTATION QUIZ – 5 min

✓ Handout the quiz and collect after the allotted 5 minutes
✓ Pass out the NEXT STEP! Guide

AFTER THE CLASSROOM

✓ Enter the data into the Nursing 2015 Spread sheet recording the classroom scores before and after your presentation
✓ Email the spreadsheet to Nursing 2015 contact
✓ Fill out the online survey about your Nursing Week classroom experience
  www.zoomerang.com/Nursing2015
Be a Nurse,
Be a Leader!

**Leadership Professional Development Curriculum**

Our Leadership Professional Development (LPD) program is endorsed by the Ohio Nursing 2015 initiative and will develop your leadership skills that will serve you the rest of your career! The LPD program will develop you through a highly specialized curriculum, which include workshops, guest speakers and core classes. The program is uniquely designed to prepare you for your future in an engaging and challenging setting. Apply now and start your journey to not only becoming a nurse, but becoming a leader!

For more information visit
http://www.con ohio-state.edu
The NEXT STEP!
Ohio Nursing 2015

Why Nursing?

✓ Help people in need!
✓ Flexible hours!
✓ Nursing is a growing profession!
✓ The average salary of a registered nurse is between $46,000 and $66,000!

Job Shadow a Nurse Today!

If you are interested in job shadowing a nurse for a day, please email us at shadow@OHN2015.com or visit our website http://nursing2015.wordpress.com for more information!
Ohio Circulation: over 213,000 nurses

The Ohio Nurse is a quarterly publication reaching all Registered Nurses and Licensed Practical Nurses actively licensed by the Ohio Board of Nursing, including Advanced Practice Nurses, Specialty Nurses and student nurses. Ohio is a mandatory continuing education state and the Ohio Nurse is a continuing education publication containing three CE programs each quarter. These programs allow nurses to fulfill all or part of their contact hour requirements without having to leave their homes.

2011 Net Quarterly Advertising Rates

<table>
<thead>
<tr>
<th>Tabloid Size Publication</th>
<th>6 columns x 15 inches per page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 column = 1.5”</td>
<td>2 columns = 3.25”</td>
</tr>
<tr>
<td>3 columns = 5”</td>
<td>4 columns = 6.75”</td>
</tr>
<tr>
<td>5 columns = 8.5”</td>
<td>6 columns = 10.25”</td>
</tr>
</tbody>
</table>

*Rates will be discounted (5% for 4-9 col. inch ads and 10% for 10 col. inch ads or larger) when reserving 4 issues or more within a 12 month period.

<table>
<thead>
<tr>
<th>Display Ad Options</th>
<th>BLACK &amp; WHITE</th>
<th>COLOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other ad sizes available.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Card</td>
<td>$875.44</td>
<td>$1,075.44</td>
</tr>
<tr>
<td>(4 column inches)</td>
<td>$831.67</td>
<td>$1,021.67</td>
</tr>
<tr>
<td>(2 col. x 2”)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Square 3”x3”</td>
<td>$1,313.16</td>
<td>$1,513.16</td>
</tr>
<tr>
<td>(6 column inches)</td>
<td>$1,247.50</td>
<td>$1,437.50</td>
</tr>
<tr>
<td>(2 col. x 3”)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Index Card</td>
<td>$2,188.60</td>
<td>$2,388.60</td>
</tr>
<tr>
<td>(10 column inches)</td>
<td>$1,969.74</td>
<td>$2,149.74</td>
</tr>
<tr>
<td>(2 col. x 5”)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Square 5”x5”</td>
<td>$3,282.90</td>
<td>$3,482.90</td>
</tr>
<tr>
<td>(15 column inches)</td>
<td>$2,954.61</td>
<td>$3,134.61</td>
</tr>
<tr>
<td>(3 col. x 5”)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quarter Page</td>
<td>$4,875.30</td>
<td>$5,075.30</td>
</tr>
<tr>
<td>(22.5 column inches)</td>
<td>$4,387.77</td>
<td>$4,567.77</td>
</tr>
<tr>
<td>(3col. x 7.5”)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Third Page</td>
<td>$6,500.40</td>
<td>$6,700.40</td>
</tr>
<tr>
<td>(30 column inches)</td>
<td>$5,850.36</td>
<td>$6,030.36</td>
</tr>
<tr>
<td>(6 col. x 5” or 2 col. x 15”)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Half Page</td>
<td>$9,652.95</td>
<td>$9,852.95</td>
</tr>
<tr>
<td>(45 column inches)</td>
<td>$8,687.66</td>
<td>$8,867.66</td>
</tr>
<tr>
<td>(6 col. x 7.5” or 3 col. x 15”)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full Page</td>
<td>$18,918.00</td>
<td>$19,118.00</td>
</tr>
<tr>
<td>(90 column inches)</td>
<td>$17,026.20</td>
<td>$17,206.20</td>
</tr>
<tr>
<td>(6 col. x 15”)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rates are based on the following column/inch rates:
4–22 column inch rate = $218.86, 22.5–44 column inch rate = $216.68, 45–88 column inch rate = $214.51
90 column inch rate= $210.20
Page size adjusted to press. Color (CMYK) = $200 net.

2011 Publishing Schedule

<table>
<thead>
<tr>
<th>Issue</th>
<th>Ad Copy Deadline</th>
<th>Mailing Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>March</td>
<td>February 17</td>
<td>March</td>
</tr>
<tr>
<td>June</td>
<td>May 19</td>
<td>June</td>
</tr>
<tr>
<td>September</td>
<td>August 18</td>
<td>September</td>
</tr>
<tr>
<td>December</td>
<td>November 17</td>
<td>December</td>
</tr>
</tbody>
</table>

Advertising space is limited and may be sold out prior to deadline. Ad copy deadline subject to change.