

MARKETING BRIEF

**Winter 2011
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SITUATION ANALYSIS

I. BRAND

Throughout history, stereotypical and negative portrayals of nurses have influenced society's perceptions of the nursing profession. Although nurses are ranked very highly as a trusted profession, they are often undervalued and there is a lack of understanding as to what they really do. The Nursing 2015 brand exists to transform nursing in Ohio and a centerpiece of the initiative is to change the existing perceptions of the nursing profession. The current strategy statement for the brand represents where the organization wants to take nursing by 2015 and reads:

Professional nurses are self-directed, accountable, and control their environment. Nurses are professionally empowered to influence the delivery of high quality care that promotes positive patient outcomes through nursing leadership, coordination, and collaboration. Nurses are adequate in number, diverse, highly educated, and valued as clinical leaders across the continuum. The profession of nursing is respected and valued. The practice environment is attractive, supportive of work life balance, flexible, and incorporates state-of-the-art technology. Compensation and benefits are reflective of nurses' contributions to the delivery of care.

THE ORGANIZATION'S GOALS CAN BEST BE SUMMED UP AS:



II. COLLABORATORS:

Nursing 2015 is a collaboration of many different Ohio nursing associations including:

- Ohio Hospital Association
- Ohio Nurses Association
- Ohio Organization for Nurse Executives
- Ohio League for Nursing

Potential collaborators include hospital administrative staffs, doctors, and educational Institutions & Universities. National corporate sponsors such as Johnson & Johnson often support the cause of nursing and could be potential collaborators. Local Ohio companies also often will lend some of their capabilities such a print shops to non-profits.

III. CUSTOMERS

Nurses are the customers of the Nursing 2015 campaign. To better understand the customer, the team did a variety of research on the current situation on the perceptions of nurses.

HOW NURSES THINK THE PUBLIC PERCEIVES THEM:

- Physical nature of work is **unpleasant, dirty, menial** and **difficult**
- Requirements needed to become a nurse: incorrect and outdated
- The role of a nurse is passive and **subservient to doctors**
- The personality and character of individual nurses are based on **media clichés**
- The career and working life of a nurse **lacks variety, freedom** and **progress**
- **The rewards of being a nurse: financial, personal, rational and emotional**

HOW OTHERS VIEW NURSES: NATIONWIDE HARRIS POLL (JUNE 1999):

92% said they **trust information about health care provided by registered nurses**, ranking nurses even with physicians. Nurses ranked higher than teachers (62%) or journalists (51%)

85% of Americans said they would be pleased if their son or daughter became a registered nurse

76% of the public thinks nurses should have four years of education or more past high school to perform the duties of their job

When asked about specific duties of registered nurses, 91% of the public recognized they monitor patient care, but only 14% recognized that nurses prescribe medications

91% said nurses monitor the condition of patients

69% said nurses provide counseling to patients

34% said nurses diagnose health conditions

23% said nurses decide on treatments for patients

14% said nurses prescribe medications

A 1999 Gallup poll on Honesty and Ethics found nearly **three-quarters of Americans deem nurses' honesty as either very high or high**. This ranking places nurses at the top of the list of 45 jobs and occupations. The top five professions for honesty include: nurses (75%), pharmacists (69%), veterinarians (63%), medical doctors (58%) and K-12 teachers (57%).

COMMON MOTIVATORS FOR BECOMING A NURSE



- Diversity of role
- Personal satisfaction
- Flexible working
- Position of privilege
- Pay, benefits and pensions
- Structured and paid-for training
- Supportive and fun teamwork
- Professional autonomy



IV. COMPETITORS

There is a distinct lack of nurses taking leadership roles. One reason is that a main competitor to being a nurse practitioner, professor, or hospital administrator is, in fact, being a RN. RNs are compensated well, hold good job security, and many that go into nursing do not even dream of going higher than an RN. A combination of being content with their current position and a lack of ambition leaves being a registered nurse as the most attractive option for someone who may have potential to move up in the field.

V. CLIMATE/CONTEXT

As baby boomers age their demands upon the health care system increase putting pressure on the professional nurse workforce. Along with this is the evolution of a profession that has become increasingly sophisticated, specialized and expansive in response to rapid advances in medical technology. This has created gaps in nursing expertise and, often, reduced acceptable nurse-to-patient ratios, thereby further intensifying the shortage of nurses.

Nursing schools turned away more than 11,000 qualified applicants across the US in 2003 due to insufficient number of faculty, clinical sites and class room space, according to the Association of Colleges of Nursing's (AACN) report on 2003-2004 Enrollment and Graduations in Baccalaureate and Graduate Programs in Nursing. 64.8 percent of the nursing schools responding to the survey pointed to faculty shortages as a reason for not accepting all qualified applicants into entry-level baccalaureate programs.

In December 2009, workforce analysts with the Bureau of Labor Statistics (BLS) projected that more than 581,500 new RN positions will be created through 2018, which would increase the size of the RN workforce by 22%. Employment of RNs is expected to grow much faster than the average when compared to all other professions.

Nursing school enrollment is not growing fast enough to meet the projected demand for RNs. Though AACN reported a 3.6% enrollment increase in entry-level baccalaureate programs in nursing in 2009, this increase is not sufficient to meet the projected demand for nurses. A shortage of nursing school faculty is restricting nursing program enrollment.

Insufficient staffing is raising the stress level of nurses, impacting job satisfaction and driving many nurses to leave the profession. In the March 2005 issue of Nursing Economic\$, Dr. Peter Buerhaus and colleagues found that more than 75% of RNs believe the nursing shortage presents a major problem for the quality of their work life, the quality of patient care, and the amount of time nurses can spend with patients. Looking forward, almost all surveyed nurses see the shortage in the future as a catalyst for increasing stress on nurses (98%), lowering patient care quality (93%) and causing nurses to leave the profession (93%).

This mismatch between supply in demand also applies to primary care physicians. An opportunity exists for more nurse practitioners, an advanced classification of nurses, to act as a primary care physician for some healthcare problems. However, there is currently insufficient supply of nurse practitioners.

SWOT ANALYSIS

STRENGTHS

- Strong interest in the nursing field
- High demand for nurses
- Attractive salaries

WEAKNESSES

- Barriers to recruiting qualified new faculty include limited availability of master's and doctoral programs with a focus on nursing education;
- Underrepresentation of minority groups (including men) on faculty;
- Inadequate faculty compensation (largely because of school budgetary limitations);
- Workplace issues such as workload, scheduling, student attitudes and abilities, and generational and cultural issues.

OPPORTUNITIES

- Corporate sponsorship
- Partnering with national nursing associations
- Captive audience with many touch points

THREATS

- Shortage of nursing educators (failing to satisfy demand)
- Media portrayal of nursing as a profession

MARKETING STRATEGY

CURRENT POSITIONING & COMMUNICATIONS CAMPAIGN

For the past 3 years Nursing 2015 has been actively working towards bettering nursing in Ohio. The brand is positioned as being the brand of nursing association that will work collaboratively with all Ohio nurses to take on the problems facing the profession by “[recommending] strategic directions, objectives, and tactics that will enhance the profession of nursing in Ohio”

Nursing 2015’s current communications touchpoints primarily exist as an online website, brochures, e-mail, white papers and toolkits such as the “Just Culture” Toolkit. Examples of these communications methods can be found in the appendices. The standard logo for Nursing 2015 features its name with 3 circles in the “O”.

Much of the messaging focuses on what Nursing 2015 is, the direction Nursing 2015 is going and what its principles are for achieving that direction. Overall interactions with this brand focus much more on the brand itself rather than the reader or a consumer. It is difficult to discern a particular target audience from the materials. The main message of the communications campaign is explaining to a reader who Nursing 2015 is in a logical, rational way. Materials are very quick to list out the alphabet soup of nursing associations that comprise Nursing 2015 at the beginning.

The website <http://nursing2015.wordpress.com> is mostly a blog oriented towards current members of Nursing2015. The top of the frame features the standard Nursing 2015 logo but this time with four pine-wood-derby-shaped race cars. A green navigation bar resides underneath the logo and then the main text box below the navigation bar. News is posted on the main page but it indicates inaction as only one update has occurred in the past 12 months. The look and feel of the current website does not immediately strike the viewer as an organization of nurses nor as a transformational initiative.

MARKETING STRATEGY

The next step for Nursing 2015 is to “Promote the leadership roles all nurses play in today’s health care system.” To achieve that goal, the organization will initiate “a state-wide marketing campaign focusing on nurses as leaders and secure funding to implement the campaign.”

The overriding goal of this marketing campaign is to increase the respect of the nursing profession in the medical field and amongst the United States population as a whole by 2015. To accomplish this goal, the initial marketing campaign will be a campaign encouraging nurses to recognize opportunities for career advancement and opportunities to take leadership roles. Such leadership roles include, but are not limited to, nurse practitioners, hospital administrative staff, leadership roles in nursing organizations, and university professors. Not only will this marketing strategy create more leaders in the nurse community, but it is believed that having more nurses in higher levels of the profession will raise the respect of all nurses within the medical field and raise awareness of the importance the profession plays in keeping Americans healthy.

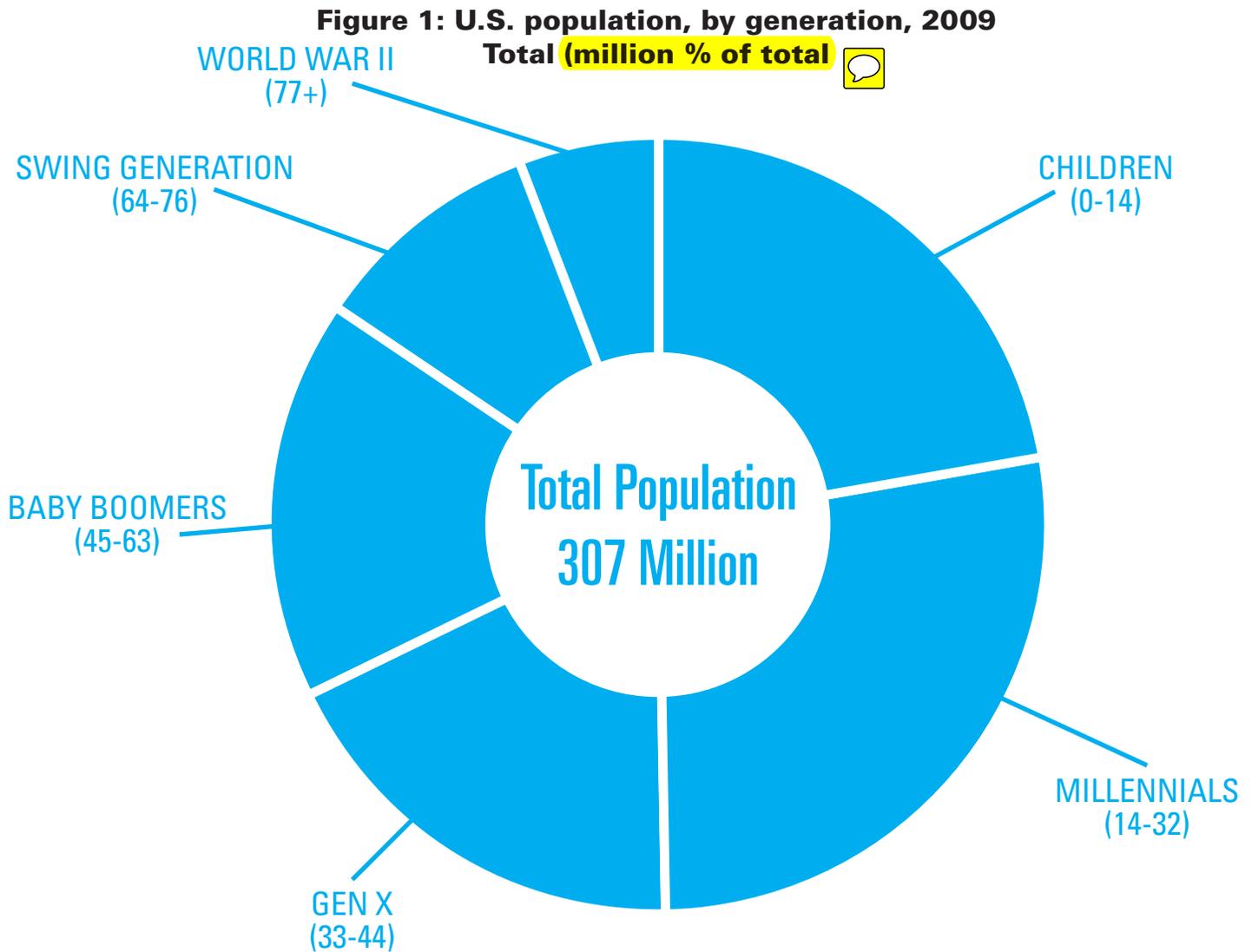
The primary target audience for this campaign is nurses aged 18-35, the Millennial Generation. This target audience was selected based on age segmentation. This age group is the age where nurses are most likely to obtain higher qualifications such as Masters Degrees in order to further their career.

PRIMARY TARGET AUDIENCE

Our Millennial nurse, Jennifer, is a female aged 18-35 who is more likely to be a minority. She is smart, good at her job, and has the ability to take on greater challenges in nursing. However, she currently has no desire to gain any additional qualifications or take on any new career responsibilities. She is unique in the nursing profession and needs to be communicated with differently than the average nurse, who may be in her 50s or 60s.

DEMOGRAPHICS

The Millennial generation represents the largest demographic since the Baby Boomers. This size creates a potential to take over many of the jobs that Baby Boomers will be retiring from in the years ahead.



One important demographic characteristic of this group is that it is more racially diverse than in the past. While our target segment is still 90% female, she is more likely to be African American or Hispanic. Whereas nursing has somewhat been stereotyped as being Caucasian and female in past generations, the Millennial generation of nurses represent many colors and backgrounds.

Figure 2: U.S. population share, by age, by race/Hispanic origin, 2005-15

Ages 15-34	2005 %	2010 (est.) %	2015 (est.) %	Change 2005-2010 Share Point	Change 2010-15 Share Point
White	77.6	76.8	76.3	-0.9	-0.5
Black	14.4	14.9	14.9	0.5	0.0
Asian	4.8	4.9	5.1	0.1	0.2
Hispanic	18.1	19.2	20.9	1.1	1.7

Ages 45+	2005 %	2010 (est.) %	2015 (est.) %	Change 2005-2010 Share Point	Change 2010-15 Share Point
White	84.6	83.7	82.6	-0.9	-1.1
Black	10.2	10.5	10.8	0.4	0.3
Asian	3.6	4.0	4.7	0.4	0.6
Hispanic	8.1	9.5	11.2	1.4	1.7

BEHAVIORS AND PSYCHOGRAPHICS

This marketing team undertook primary research of Millennial nurses to understand their attitudes towards obtaining higher career positions through interviews. One striking factor among the nurses was their lack of desire to take leadership roles in the profession. When asked why they or their peers might be resistant to taking leadership roles we received a variety of answers including:

- “My pay as an RN is comfortable”
- “There’s no need to become a nurse practitioner”
- “The final goal of most of us is to become an RN”

One interview subject who is currently studying for become a nurse practitioner summed up that there is a feeling that compensation for RNs is comfortable and that there is a general lack of ambition among nurses.

Millennials are materially different in a number of ways from previous generations. They are generally optimistic and respond to positive messaging. They also think individuality is important, Mintel research reports that 71% believe individuality is very important whereas only 38% of those aged

45+ believed so. Millennials are also concerned with having a job their peers respect.

Figure 3: “Thinking about your social life, how important is each of the following to you?”

Very important or somewhat important	All %	15-24 %	25-32 %	33-44 %	45-54 %	55+ %
Appearing confident in social settings	71	80	79	73	67	62
Appearing attractive to the opposite sex	57	77	70	65	53	36
Having a job that my peers will respect	42	61	58	52	33	22
Being a unique individual in a group	49	74	66	58	38	24
Appearing clever on social networking sites like Facebook	23	44	38	30	14	5
Being the trendsetter among my friends	21	38	36	28	12	5

Finally, Millennials are more judgmental of advertising and have developed advanced filters to ignore much of the advertising they are bombarded with. However, they also report being the most willing to find relevant advertising useful to them. Unsurprisingly, their tech-savvy nature also makes them 75% more likely to search out more information on interesting products or services they are exposed to through advertising online.

Figure 4: “Did the ads you have seen or heard recently, such as in the past couple weeks, affect you in the following ways?”

Any agree	All %	18-24 %	25-34 %	35-44 %	45-54 %	55-64 %	65+ %
I learned about a new product or service from ads I saw or heard recently	30	38	36	26	27	27	25
An ad I saw or heard made me curious enough to seek out more information about the company, brand, product, or service recently	14	19	20	13	15	11	10
An ad I saw or heard made me curious enough to seek out more information, such as by doing a search on the internet recently	13	17	17	14	12	11	8

SECONDARY TARGET AUDIENCE

Secondary Target Audience: Nurses 35+ years old. The secondary target audience for the campaign is Mary; she is female, aged 53, received her bachelor's from The Ohio State University in 1978, has put in many hours over many years into the nursing profession, and may be considering retirement. The average age of nurses in Ohio is 48 years old. The profession is dominated by women, representing nearly 90% of nurses. The vast majority of this demographic has a Bachelor's or Associate's Degree with only about 10% achieving a Master's. These nurses generally tend to be set in their careers and many plan on retirement. In fact, a study in Washington State found that 49.5% of that state's nurses planned to retire within 10 years.

This demographic will come into contact with the marketing campaign and can have their opinions about their own profession changed. While this demographic may not be as apt to advance their careers as Millennials, they can feel increased pride and respect in their profession.

TERTIARY TARGET AUDIENCE

The tertiary target audience is made of everyone else who interacts with nurses. Patients, doctors, and hospital administrative staff are a very broad group of people. The marketing efforts must also take into account how the messages resonate with any medical field professional and patient that comes in contact with the marketing materials. While this group of people is removed from the primary target audience, they are in positions where they can act as influencers on nurses aged 21-35.

COMMUNICATION STRATEGY

COMMUNICATION OBJECTIVE(S)

The overall objective is to affect societal and cultural change among nurses, healthcare workers, and the general population to see nurses as leaders by 2015. In support of this overall objective, the marketing strategy is to encourage more nurses to seek higher levels of responsibility in the healthcare profession. Specifically we want to inspire nurses to pursue higher levels of education as a path to these higher levels of responsibility. By targeting nurses first, we hope to create a “trickle-up” effect for the rest of the healthcare workers and general population. By improving nurses, we can improve the experience overall for everyone else who either receives or provides medical care. The communications strategy is to use the Nursing 2015 brand to make the target audience of nurses aware of their potential to take leadership roles in the medical field. Furthermore, our strategy is to **provide ways to** provide knowledge to high-potential nurse on how they can actual achieve leadership roles.

The process of moving a nurse from her current state to taking a leadership role in the healthcare industry can be best be modeled by a sales funnel in Figure A. The stages in the funnel are:

Figure A: Sales Funnel



Our communication campaign will focus specifically on filling the top of the sales funnel, with a specific focus on awareness, linking, engagement and information search. We wanted to focus on the top of the sales funnel because we felt that it would be the most effective use of the limited funds to us. Furthermore, since the Nursing 2015 campaign with which, our campaign will be associated is still in early stages of development, we want to set the groundwork for something that can be continued by the years to come.

OUR COMMUNICATION OBJECTIVES CONSIST OF 3 MAIN ELEMENTS



Proposed Positioning Statement

To nurses aged 18-35, Nursing 2015 is the non-profit nursing organization that will help you take leadership positions in the healthcare field because it is supported by OHA, OONE, and OLN. The brand personality is approachable, trustworthy, and thought-provoking. 

Creative Strategy Elements

The Nursing 2015 brand needs a makeover. The brand image needs to move from being focused on itself to being focused on reaching the Millennial nurse. From communicating like a formal nursing organization to communicating like Millennials communicate. The brand also needs to be authoritative enough to be trusted by Millennials but casual enough to be approachable and likeable. Finally, the role of the brand isn't to prescribe a future for our Millennial, instead its role is to be thought-provoking and provide the information necessary for our Millennial to make her decisions, because she is an independent and unique nurse.

The tone of the advertising campaign should be optimistic and perhaps even fun while never disrespecting the subject matter or treating it as a farce. It should treat everyone as an individual. The campaign should be inspirational in tone.

The primary message of the advertising campaign should be that nurses can be leaders in the healthcare field. One example would be to leverage aspirational figures such as heroic nurses from past wars or current thought-leaders in the medical field who have a background in nursing. Available channels include, but are not limited to: flyer distribution, posters, website, e-mail, Nursing Monthly magazine, local hospital TV channels, and one advertisement in the local newspapers in February. 

Given that Millennials have advanced advertising filters and that nurses may be resistant to thinking of themselves as leaders, the campaign must achieve significant breakthrough so that the message can be heard.

The advertising campaigns should communicate to our Millennial nurse the opportunities available to her, develop a liking of the brand, and communicate ways to engage with the brand. There should be a high priority on linking any collateral that is produced to a web presence where further, more in-depth information could be presented and shared, multiplying the effectiveness of the original message. The website should be the primary channel for addressing the information search part of the funnel and moving Millennial nurses to the commitment stage, where they should make their own individual decisions about the future of their careers.

A social media component should play a role in the campaign as well. One great way to change the minds of people is through their friends and acquaintances. The campaign should have vehicles ready to enable highly engaged nurses to spread the word amongst their social groups. Consideration should also be paid to how the secondary and tertiary target markets respond to the communications campaign. When thinking about these demographics, the consideration may be will this demographic perceive nurses more or less as leaders? And will this audience react with derision or support for nurses aged 21-35 to obtain more leadership roles in the organization after viewing the marketing materials?

Target Response Before the Message

The situation analysis, customer analysis, and target market analysis all shows that there are numerous attitudes towards nurses as leaders. In general, nurses do not view themselves as leaders. Furthermore, nurses may be resistant to the message or be predisposed to ignore it entirely. Doctors, patients, and the rest of the people that comprise the tertiary market segment might even look down on the nursing profession from a leadership standpoint.

Key Benefit

Nursing 2015.com should provide all the information necessary for a nurse to learn about different leadership opportunities in the healthcare field (LPN, professor, hospital administrator, etc.). It should also have enough information for that nurse to decide if she wants to pursue a leadership position and help create a path from where she is now to where she could be. The website should also have ways for the nurse to engage with the brand including signing up for a mentoring program, signing up for an e-mail list, ordering advertising materials to give to friends in "guerilla marketing".

Reason(s) to Believe

The reason to believe for both is that Nursing2015 is a credible organization backed by the best nursing associations in Ohio. Furthermore, the information that Nursing 2015 provides is well researched and therefore to be trusted as well as being well known as trying to benefit all nurses throughout the profession in Ohio.

Target Response After The Message

The response a viewer of the advertisement should have is to be aware that there are great opportunities for nurses to move up beyond being an LPN or RN where she can improve her career and the profession as a whole. The Millennial nurse should feel inspired and empowered to take up a

leadership position in the future. All nurses should realize their potential to be important stakeholders and decision-makers in the healthcare system. Doctors, patients, and administrative staff should recognize the abilities of nurses to take important decision-making roles in the healthcare industry.

Budget

The communications campaign should be carried out with pro bono work. Interested agencies should be motivated to help a non-profit organization improve the healthcare in Ohio. Free printing capabilities exist with some local companies, such as Grange Insurance, who allow non-profits to use their print shop free of charge. Sponsorship opportunities with local businesses or colleges that wish to advertise on the Nursing 2015 website may bring in some revenue to be put towards the budget. Furthermore, some collateral should be available to be produced and distributed at the whim of those who want to distribute it so that it could be produced in an on-demand way, further lowering costs. An example would be a printable flyer that nurses could hand out to friends or a social media link that can be distributed through Facebook. Finally, we want to utilize digital media, social media, and a website as a way to further keep costs low while providing the maximum possible information.

Evaluation Criteria

The criteria to measure the success of our communication strategy can be measured in several ways. However, because of the goals of the program extend to 2015 we have Evaluation Criteria that covers short term goals, medium range goals and long term goals.

Short Term: The success of our communication in the short term is target at how well we are able to address the top of the sales funnel, namely awareness. Awareness of the advertising campaign can be determined through market research into Millennial nurses' ability to recall the campaign. Liking can be assessed through quantitative surveys. Engagement can be measured by counting the number of Millennials accessing the Nursing 2015 digital properties, including their website and Facebook. Digital pop-up surveys can then be employed at the website to determine how well it helps users through the information search part of the funnel.

Medium Term: The success of our communication in the medium term concerns the Engagement and Information search aspect of the sales funnel. Since an aspect of the larger goal of Nursing 2015 is for nurses to become leaders in the medical industry, specifically through advanced educational programs. One way that we can evaluate if this part of our communications strategy has been successful is if young nurses between the ages of 21-35 are aware of the opportunities for advancement available to them. This can be measured through surveys of Millennial Ohio nurses as a whole. There would also need to be metrics of the digital media that would be distributed such as informational packets downloaded. Finally, the medium term is when nurses would begin obtaining the qualifications they would need to advance their careers. While the Nursing 2015 campaign stops short of commitment, which is a decision each individual must make, if the campaign is filling the top of the funnel then in an absolute sense more nurses should be moving through the commitment stage and into the obtaining qualifications stage. Therefore, the campaign as a whole can be measured by the increase in applications to Master's level nursing programs and enrollment in certification tests. This metric would allow the campaign to be assessed holistically to see if it is working better than the sum of its parts.

Long Term: The long term goal of the Nursing 15 initiative is to inspire and help nurses to become leaders. So in the long term (over the next 6-10 years) we would expect to see an uptick in the

number of nurses who are rising in the leadership realms of different areas of nursing. The measurement looking long-term is the effect of the entire Nursing 2015 campaign to see if it achieved its goals. At this point the success of the campaign would be measured by the number of new nurse practitioners been licensed in Ohio, the number those in prominent administrative roles in health care had nursing backgrounds, and the number of new nursing professors took jobs teaching the next generation of nurses.

CREATIVE PLAN



THE WHITE HAT CAMPAIGN

The White Hat Campaign exists to inspire nurses to reach their full potential. The White Hat Campaign, centers around getting consumers to think about their career and their chosen profession through the imagery of a brand hallmark– a stylized vintage white nurses’ hat. The use of this imagery throughout the creative execution is meant to reinforce the ideals we are trying to present through our communication strategies. We chose the hat as a hallmark because it harkens to ideas of trustworthiness, skill, cleanliness, professionalism and leadership that nurses have embodied throughout history through a fun and engaging way to reach the younger audience that we are targeting. The white hat was selected over other symbols of nursing because of its ability to be recognized and be leveraged as a brand hallmark that would resonate with both males, females and people who are both nurses and not nurses. The White Hat Campaign was created as an affordable, social-media friendly and endlessly flexible communications platform. We wanted to focus the platform through a number of marketing channels including posters, event nooths, handouts, social media, a website, stickers and pins, advertisements and a public relations campaign.



POSTERS

Nurses who we have talked to have said that within the hospital, one of the places where they have the easiest time to find information was through posters that are hung around. To this end, we think that it would be important to create a series of posters that inform using the brand look and feel of the White Hat Campaign. The posters would portray a wide range of people from young nurses and children to senior administrators and doctors, each holding the “White Hat on A Stick” as a unifying brand image with a relevant message such as “I Stand with Nurses” or a nurse with a short statement about their career. These posters would then have other information and direct the viewer to the Nursing 2015 website and Facebook webpage where they could become informed on the benefits of advancing to higher levels in a career in nursing. These posters could also get repurposed as Advertisements.

Reach of the posters will be medium and the frequency will be high. Posters should be located in high-traffic areas for nurses such as Hospitals, Universities, or Research Centers. By selecting the right location the posters can reach a solid amount of nurses. But most importantly is the frequency with which the nurses working in these areas will see the posters. With a high frequency the posters will generate a high brand awareness of the nurses who are exposed to them.

The estimated budget for the poster is less than \$50. Nursing 2015’s agency partner should be able to create the dynamic poster for the creative for free. For printing, Nursing 2015 can leverage its status as a non-profit to form relationships with local businesses that have in-house print shops. Companies like Grange Insurance donate use of their print shops for free to non-profits they work with. Therefore, Nursing 2015 can create and print posters free of charge. The only costs would be the costs of materials to physically hang the posters on walls or other surfaces which should be less than \$50. (see Appendix 5 for an example)



STICKERS AND PINS



The White Hat Campaign needs to become something that the audience not only engages with, but takes ownership of. We want to provide nurses the ability to become a part of the campaign themselves. So much like the extremely successful pink ribbons of the breast cancer awareness

campaign, we want to turn over our icons to our customers. Pins can be worn by highly engaged nurses to serve as discussion pieces to further word-of-mouth about the campaign and spread awareness.

The idea for stickers came as an idea to create some intrigue as to what was being developed. To this end we thought an affordable but effective way of doing this would be to print and distribute a series of stickers with the White Hat icon on them to be placed on the heads of pictures of printed people on Magazines and other posters around hospitals and other places where nurses frequent in order to build excitement and intrigue for launching the White Hat Campaign. After the launch, the stickers could be used as just another branding element to quickly remind people of the White Hat Campaign and for introducing new people to the campaign.

Reach and frequency of these efforts will likely be low to moderate. However, they should be highly effective when encountered. The stickers will be placed in organic places such as on the bumper of a car or a backpack where people will notice it. These stickers and pins are conversation starters so that awareness can be generated by word of mouth.

The expected budget is \$1,000 to construct a large supply of stickers and pins with another \$500 being allocated for shipping them to interested parties. (see Appendix 6 for an example)

PUBLIC RELATIONS CAMPAIGN

Nursing 2015 and the White Hat Campaign have interesting and unique stories to tell. The White Hat Campaign should reach out to all media outlets and make itself available in any way it can to create press around the campaign. Press releases should be sent out to make the press aware of the events that are going on.  The marketing team can make itself available for interviews so that reporters can tell the story to their readership.

Public relations has the chance to have the greatest reach of any technique in this proposal. If managed correctly, Nursing 2015 can get radio, newspaper, and television news coverage in every major market in Ohio and even has the potential for national exposure through magazine articles or national broadcast. Of course, this will be to a very broad audience, most of whom are not the targets of the campaign. However, such a large footprint can only help further the message of Nursing 2015. The aims of frequency should be to take advantage of every possible opportunity.

The estimated budget for public relations is free. The Red Team can schedule interviews, put out press releases, and tell their story free of charge.

ADVERTISEMENTS AND ARTICLES

Our research shows that one of the most frequent ways that nurses “get their plug” into what is current in nursing is through newsletters circulated at their school, hospital, or nursing association. In the majority of cases, these newsletters are circulated as .pdf files by e-mail. Leveraging this combination of high reach with low cost is an excellent opportunity for the White Hat Campaign. Nursing 2015 should strike deals with each of the people who creates newsletters in each hospital, school, nursing organization, treatment center, or nursing facility and persuade them to include White Hat Campaign materials. One place to start is the ONA’s own quarterly Ohio Nurse newsletter.

A one-page “advertisement” can be created and inserted into .pdfs. In general, these newsletters are more functional than exciting, so a visually entertaining advertisement would have great breakthrough in such a medium. These advertisements can be used to create awareness of campaign and direct nurses to visit the website and Facebook page. Furthermore, articles can be written for these newsletters to further education the audience about the White Hat campaign. 

This part of the campaign has a reach target of getting 75% of nurses in Ohio if all newsletters accept inclusion of White Hat Campaign content. The frequency should be to have new content available for distribution monthly. The budget is free as the content would be distributed digitally. (see Appendix 7 for an example)

HANDOUTS

Handouts are a convenient way for creating on-demand advertising and promotion media for cheap. The handouts would be created as a word templates for the user to update with new images and messages to enable on brand messaging. Because the budget is incredibly limited, we thought that it is important to use handouts because the production cost is low (the party distributing them can use whatever printing facilities they initially have available) The ability to customize is relatively high (they would be created as Microsoft Word documents) and their distribution and reach can be as wide as people wish to distribute them. The Handouts can be repurposed to be handed out at Event Booths and hung as Posters as well.

One standard handout that we want to produce and make available to be easily reproduced would be an 8.5 x 11 color document with White Hat Campaign logo that can be cut out and affixed to a stick to be used with various social media campaigns that will be covered later.

The handouts would include information to create awareness and liking towards the brand and end with a call to action to visit the website and like the White Hat Campaign on Facebook to move the consumer further down the sales funnel. (see Appendix 8 for an example)

EVENT BOOTHS

There are many events that occur throughout the year at which Nursing 2015 needs to be a presence. These include conferences such as the SOOHP and OSHHRA Conferences. Also, Nursing 2015 can visit events at nursing schools to inspire current students to reach higher than just becoming an RN. These events are a great way to promote the mission and message of Nursing 2015 so at these events, the respective event booths need to be able to act as these method platforms. Luckily this can be done cheaply and conveniently by repurposing a lot of content from other parts of the creative execution. Printed materials from Handouts to Posters and Stickers can be given away and used as decoration or the booths. The only real investment that would need to be made in the booths would be for a reusable sign for the booths. The booth in effect acts as just another touch point reinforcing messages of the White Hat Campaign by being a clearing house of material that has been created for other purposes.

It is important to keep in mind that the audience changes from event to event. If the booths are set up at a campus event, then the audience would be our target audience – the Millennial nurse. However, at large conferences the audience would be the important influencers of millennial nurses,

or the secondary and tertiary target audiences.

Reach is fairly small, with about a few hundred at each conference. But these individuals are the key secondary influencers on young nurses. This audience can be converted to being advocates for the brand and campaign and can share the message with many nurses. Frequency should be at all major conferences that will grant a speaking engagement or provide space for a booth to be set up.

The necessary budget will be about \$500 to construct an eye-catching booth signage presence that can be leveraged both as a booth and used as background signage on stage for speaking engagements. Handouts will also need to be constructed to give out to interested parties which can be printed for free from a printing partner like Grange Insurance.

SOCIAL MEDIA

Our research has shown that younger nurses prefer to get their information from social media in small measured doses. Furthermore, they want to receive information in ways that they can interact with. A Facebook page for the White Hat Campaign should be a must. The page would be a clearing house for information for nurses all throughout Ohio. They just have to like the page one time and until they then opt-out they are pushed whatever information Nursing 2015. With this great power comes great responsibility as Nursing 2015 should not overwhelm it's followers' newsfeeds but send only targeted, important updates. The Facebook page should also be a repository of all of Nursing 2015's online touch points including Twitter and Youtube. Facebook could also be leveraged to expand the White Hat Campaign, for instance by having for example a "White Hat Week" where everyone replaces their Facebook profile picture with one that they take with one of our hats on a stick. 

With the ever increasing popularity of video sharing sites and its relation to other social media, we thought that it would be important to leverage the creating of Nursing 2015 videos. With the reduced cost of video production and distribution. YouTube would be a great avenue through which to promote the real voices of nurses and nurse supporters, which studies have shown, young nurses (our target) respond well to. The YouTube videos would be just one minute clips of nurses and nurse supporters (doctors, patients, administrators, etc.) telling their stories of why they like being nurses or why they respect nurses or really anything that paints nurses in a positive light. These videos can be shared on other social media sites such as Facebook. Furthermore, the best of the videos could be reused and shown on the intra-network video networks that many hospitals have to show specific content. 

Creation and distribution of this content is free and the reach is as large as the network can grow. It is important to strike the balance in frequency between having something to say and not being too talkative. One or two Facebook posts a week and about YouTube video a month or two is the correct frequency to aim for.

These social media opportunities are a great way to build brand engagement and drive the target audience towards the conviction stage of the sales funnel. Good information that speaks to the needs of the nurses can be delivered in succinct ways through links and bite-sized statistics. (see [Appendix 9 and 10 for examples](#))

WEBSITE

The Nursing 2015 website is the main touch point for the entirety of the communications of Nursing

2015 and the White Hat Campaign. The website would be constantly updated with the most relevant information and indexed for easy searching of information that may not be as relevant to one person, but that some people still need to find. Since a lot of the information relevant to our campaign needs to be distributed digitally, the website needs to be a central repository for it all. To this end, the website needs to be redesigned for easier navigation and branding.

The website really is the cornerstone piece in taking a nurse who enjoys the White Hat brand and is interested in where she could take her career and provide her with the information to become convinced this is the right step for her. In our interviews with nurses, we found that the key points that inspire nurses to move up in the healthcare industry are to have more decision-making authority in the medical process, to impact more patients, to improve the medical field as a whole, and to make more money.

Equally important is to have the right information for her to be able to create a path between where she is now and where she could be. Sometimes people want to become a nurse practitioner but do not know how to practically get there. Maybe they think it's too expensive, or that they aren't qualified, or that they can't afford it. The website needs to have the information available to overcome common barriers.

As an inbound medium the reach goals of the website is as large as possible but is wholly dependent on the success of the awareness advertising pieces of the campaign. The website should be updated frequently, at least once a quarter. Nothing will cripple the campaign than a website that has obsolete and unhelpful information.

The budget for the website is \$100 annually for hosting.

MEDIA STRATEGY AND INTEGRATION

MEDIA STRATEGY AND INTEGRATION

The media strategy is to create an integrated campaign utilizing mostly free channels to reach millennial nurses and their influencers on a slim budget. In order to create a campaign so effective with such minimal investment, each creative execution is tightly linked to all others to create the maximum synergies possible. The basic premise is that each technique serves different parts of the sales funnel to move nurses from their current state as contented with being an RN to being inspired and motivated to achieve more in their careers in the medical profession.

Different creative executions are responsible for moving the target audience further down the sales funnel from awareness to conviction. [Appendix 11](#) is a visual representation of how each element of the creative execution lines up with the sales funnel. The elements such as Posters and Stickers are designed to create brand awareness with the customers. Then they are more likely to read the advertisements placed in their newsletters or read further into the poster to create liking. From here, they should be converted into visiting the website and become Facebook fans where the brand can really engage them and they can create preference for the Nursing 2015 initiative.

Conferences are designed to reach the most influential members of the nursing and health care industry who can become important brand advocates. If these people who exert strong influence over a Millennial nurse's choice to move up in a career or stay at her current level can be converted into strong advocates for the campaign's point of view they can then inspire many more nurses to reach for important leadership positions in the healthcare field.

REACH

The best way to target RNs or future RNs aged 18-35 is to find them at their place of work or school. That way the campaign can achieve maximum efficiency by reaching the target audience while eliminating waste. The reach goal of the campaign is to penetrate all major hospitals, large nursing homes, treatment facilities, and nursing schools in Ohio. If this is accomplished it is estimated that over 80% of practicing nurses in Ohio will be reached by the campaign.

The campaign also aims to reach those that influence our target group of nurses. By using conferences and other speaking engagements the campaign targets to reach 2,500 of the most influential hospital administrators, nurses, and educators in Ohio.

MEDIA MIX

There are a lot of moving parts in this campaign so it is important to prioritize which pieces should receive the most attention. On the awareness level, the most important part of the mix is the newsletter advertisements and the posters. These are going to be the core ways that that Nursing 2015 can develop awareness of and liking for its brand. The stickers/pins, PR, and speaking engagements are supporting activities for the awareness campaign. When it comes to knowledge, the website is the primary pillar; the website has to be given great focus. Speaking engagements, PR, and newsletter activity are supporting activities at the liking part of the funnel. Finally, conference appearance is a supporting technique to grab influentials.

MEDIA SCHEDULE

The media schedule is somewhat complicated but this complexity adds great value to the overall campaign. The full media schedule is available in the Appendix. The first point to note is that the campaign should be launched in October. The reason is that October is both the time of year where people begin to think about going back to school to get higher education and it is also when the Ohio Nurses Association has its annual meeting. Therefore, this month is the perfect time to reach both the target audience of young nurses as well as the most respected influencers of that target demographic. Furthermore, by leveraging the ONA annual meeting, Nursing 2015 can create lots of word-of-mouth buzz and public relations around the campaign's launch to greatly increase reach. 

Prior to the big unveiling of the campaign, there should be a slow roll-out of some pieces of the campaign in September to generate some awareness and interest. Posters should show up in a few select hospitals and treatment facilities. Stickers can be handed out and placed in well-trafficked areas. A placeholder website and Facebook account can be created to generate intrigue and interest. An advertisement will run in some nursing/hospital newsletters. What is important at this stage is to familiarize the audience with the symbol of the white hat and draw interest and intrigue as to what is going on. In this way, the audience will be primed to receive the message when the campaign launches in full in October.

Once the campaign is launched, activities will be separated into pulsed and continuous activity. Public relations, speaking engagements, and conference appearances will be pulsed for half the year from Sept.-Feb. The reason for this is that these are the months when our target demographic is most considering changing their careers. Posters will be pulsed on a quarterly basis with new posters appearing every 3 months to keep the messages fresh and people talking about the White Hat Campaign.

Newsletter advertisements, social media, and website updates will be continuous, so that every month and every week our target audience of nurses is plugged in to the campaign's message. [See Appendix 12 for the Media Schedule.](#)

BUDGET

One of the primary goals of this campaign is to develop the most efficient bang for the dollar. The total annual budget is \$2,500. This includes \$2,150 in allocated costs with an additional \$350 left over for unforeseen expenses or cost overruns. However, where the money is being spent doesn't tell the whole story. For this execution to hold, Nursing 2015 will need to find agency partners or develop internal competencies that can deliver interactive websites, visual creative work, public relations, and print shop capabilities. Many corporations with in-house print shops, such as Grange Insurance, form partnerships with non-profits to support good causes which allow these non-profits to use the print shops free of charge. [See Appendix 13 for the budget breakdown.](#)

INTEGRATION

In order to maximize integration the following principles should be followed:

- 1) In all creative executions, the White Hat logo should be used to create a visual identification of the brand.
- 2) All creative executions should in some way push the audience to visit the website and Facebook page.
- 3) The Nursing 2015 marketing team must have final review on all copy that is written so that it can maintain the brand personality in "one voice" 

METRICS

With all these moving parts it is very important to understand what is working and what is not. If the campaign is running at a less-than-ideal state it could prove difficult to decipher which of these creative executions is failing to hit the mark. Therefore, metrics should be established to uncover the effectiveness of each creative execution.

The first metric is awareness of the campaign by Millennial nurses. Surveys should be sent out to a statistically significant geographically random sample of the target population of Millennial nurses asking if they are aware of the campaign.

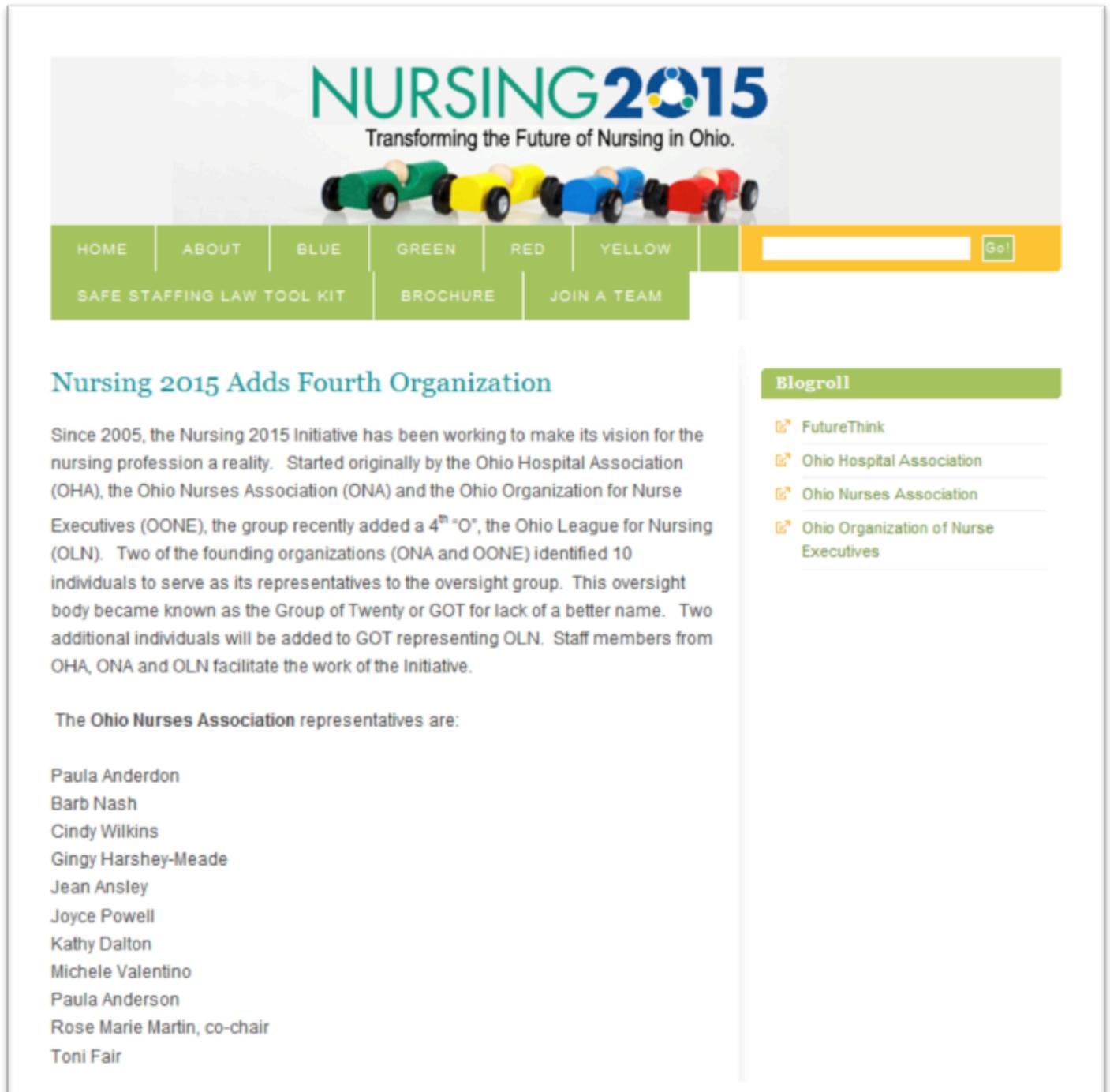
The next metric that needs to be evaluated is whether the campaign is creating liking and preference, if the message is resonating with nurses and changing their opinions of their career. To do this, the same survey can include questions about how the target nurse feels about the White Hat Campaign.

Finally, the campaign needs to know if it is resonating with the key influentials over nurses. These influentials can be difficult to target. So one way to reach them would be to ask them to complete surveys at conferences that the White Hat Campaign speaks at to gauge how resonant the message was with them.

On a more micro level, metrics can be taken to understand how each component of the campaign is working. Facebook friend numbers and website traffic can show how effective various techniques are in converting users over to those media. For example, if Facebook friends and website traffic spike in a month after a particular new advertisement in newsletters, then that is data to support the idea that that advertisement resonated with the target audience.



Appendix 1: Website Picture



NURSING2015
Transforming the Future of Nursing in Ohio.

HOME ABOUT BLUE GREEN RED YELLOW
SAFE STAFFING LAW TOOL KIT BROCHURE JOIN A TEAM

Nursing 2015 Adds Fourth Organization

Since 2005, the Nursing 2015 Initiative has been working to make its vision for the nursing profession a reality. Started originally by the Ohio Hospital Association (OHA), the Ohio Nurses Association (ONA) and the Ohio Organization for Nurse Executives (OONE), the group recently added a 4th "O", the Ohio League for Nursing (OLN). Two of the founding organizations (ONA and OONE) identified 10 individuals to serve as its representatives to the oversight group. This oversight body became known as the Group of Twenty or GOT for lack of a better name. Two additional individuals will be added to GOT representing OLN. Staff members from OHA, ONA and OLN facilitate the work of the Initiative.

The **Ohio Nurses Association** representatives are:

Paula Anderdon
Barb Nash
Cindy Wilkins
Gingy Harshey-Meade
Jean Ansley
Joyce Powell
Kathy Dalton
Michele Valentino
Paula Anderson
Rose Marie Martin, co-chair
Toni Fair

Blogroll

- [FutureThink](#)
- [Ohio Hospital Association](#)
- [Ohio Nurses Association](#)
- [Ohio Organization of Nurse Executives](#)

Appendix 2: Brochure

Transforming the Future of Nursing in Ohio

NURSING2015

Ohio Hospital Association • Ohio Nurses Association • Ohio Organization for Nurse Executives



Members of the Ohio Nurses Association (ONA), the Ohio Hospital Association (OHA), and the Ohio Organization for Nurse Executives (OONE) are bringing their experience and intellect together in an unprecedented collaboration towards one important goal – enhancing the profession of nursing in Ohio. Ohio faces serious health care challenges that will require additional care, and a growing number of nursing vacancies is predicted to result in a 19% shortage of nurses in the state by 2015. Without intervention now to improve the work environment for nurses, change the way care is delivered, and transform nursing education and leadership capacities, the health care delivery system will struggle to provide high quality and safe health care to the residents of Ohio.

Photo courtesy of St. Rita's Medical Center

Appendix 3: White Paper

Transforming the Future of Nursing in Ohio

NURSING2015

Ohio Hospital Association • Ohio Nurses Association • Ohio Organization for Nurse Executives

PURPOSE

The purpose of this paper is to propose standards criteria for all Ohio health care facilities, newly built or renovated, that reflect an understanding of the impact of the hard environment on the health and safety of the community, health care providers, and recipients of care.

BACKGROUND

The *Nursing 2015* initiative was conceived in 2005 through a collaboration of the Ohio Hospital Association (OHA), Ohio Nurses Association (ONA), and the Ohio Organization of Nurse Executives (OONE) for the purpose of envisioning and influencing the future of the health care environment, particularly as it impacts professional nurses and their patients.

Four teams with individual charges were formed to address specific areas of concern within health care environments. The charge to the *Nursing 2015* Red Team was to identify and define *“Worksite standards that support quality nursing care in an ergonomically safe environment with the end result being better consumer outcomes.”* What follows are the outcomes of the collective study and review of the members of the Red Team on this topic.

STANDARDS CRITERIA

Standards for the environment of care should encompass elements of the following criteria:

Evidence Based Design as defined by the Center for Health Design is “the process of basing decision about the built environment on credible research to achieve the best possible outcomes.”

www.healthdesign.org/aboutus/mission/EBD_definition.php

Sustainability means “meeting the needs of the present without compromising the ability of future generations to meet their own needs.” http://en.wikipedia.org/wiki/Brundtland_Commission

Earth-friendly practices (green, eco-friendly, environmentally-preferable) are methods of interacting with the environment that are less-toxic, less-wasteful, and work more with nature than against it. Earth-friendly practices take into account all aspects of a health care facilities built environment and operations.

Wayfinding is a means of “spatial problem solving. It is knowing where you are in a building or an environment, knowing where your desired location is, and knowing how to get there from your present location.”

<http://www.umich.edu/~wayfind/supplements/moreinfo.htm>

Appendix 4: Just Culture Toolkit



Just Culture Principles – Essential to a Culture of Patient Safety

St. Rita's Medical Center reaffirms its commitment to creating and sustaining a Culture of Safety through integration of Just Culture principles that promote an environment that is open, encourages learning, helps us design safe systems and promote safe behavioral choices.

We value, embrace and commit to the following principles and do so, by integrating these principles into existing practice, policies and protocols:

JUST CULTURE PRINCIPLES - essential to a Culture of Patient Safety:

1. Creating an open and just environment

- When adverse events occur (errors, mistakes, misunderstanding or system failures causing harm or potential harm), an unbiased critical analysis, using the "Accountability Algorithm" or similar tool, based on facts and respecting the complexity of the situation will be performed.
- Interdisciplinary discussion of the adverse event is promoted with the use of simple processes that examine what occurred, the root cause of the error and possible system failures. Different points of view are elicited in the discussion. Actions are taken to address the event.
- Actions taken and attitudes toward the effectiveness of the actions will be monitored. The actions will be modified as needed.

2. Learning from adverse events

- Learning from errors often identifies beneficial changes in system and management processes as well as in individual behavior. In addition to system and process changes, constructive feedback will be provided to the individual.
- Information learned from adverse events will be shared and used to improve processes and educate caregivers.
- Simplification and standardization of processes is promoted whenever possible.

3. Implementing safe systems

- St. Rita's Medical Center is committed to being proactive and designing, implementing and maintaining systems that anticipate human error, capture errors before they become critical and permit recovery when the consequences of the errors reach the patient.

Appendix 5: Poster Example



**LPN
TO
MSN
Let Me
Tell You
How I Did It.**

Copyright © 2014 by the American Association of Colleges of Nursing. All rights reserved. This poster is a work of the American Association of Colleges of Nursing. It is not to be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or by any information storage and retrieval system, without the prior written permission of the American Association of Colleges of Nursing. For more information, please contact the American Association of Colleges of Nursing at 11 Dupont Circle, N.W., Washington, D.C. 20036. Phone: 202-462-6000. Website: www.aacn.edu

**THE
WHITE HAT
CAMPAIGN**

Appendix 6: Sticker Example



This White Hat sticker was found in a magazine in a major hospital in Columbus.

Appendix 8: Handout Example



Make Your Own White Hat

- 1) Cut Along the Dotted Line
- 2) Tape a Stick Along the Back
- 3) Hold Up to Your Head
- 4) Take a Picture or Video
- 5) Post to our Facebook or Youtube

[Facebook.com/WhiteHatProject](https://www.facebook.com/WhiteHatProject)
[Youtube.com/WhiteHatProject](https://www.youtube.com/WhiteHatProject)

Appendix 9: The White Hat Campaign Page Example

Home Profiles Account
facebook

Search

The White Hat Campaign

Non-Profit Organization [Edit Info](#)

Admins (7) [See All](#)

[Use Facebook as Innovation Fisher](#)

[Promote with an Ad](#)

[View Insights](#)

[Suggest to Friends](#)

You and Innovation Fisher

[90 friends like this.](#)

[Resource Interactive](#)

Quick Tips

Get more people to like your Page with Facebook Ads today!

[Get More Connections](#)

Sample ad: The White Hat Campaign

The text of your ad will go here.

[Like](#) - Shay-Jhen Merritt likes this.

Wall

[The White Hat Campaign](#) · Most Recent

Share: [Status](#) [Question](#) [Photo](#) [Link](#) [Video](#)

Write something...

The White Hat Campaign returns the sponsor

528 Impressions · OK Feedback

February 20 at 1:30pm · Like · Comment · Share

SECRET ACTIVITY

[Innovation Fisher](#) edited their [Founded, Website and Company Overview](#).

The White Hat Campaign sure one case involves 1,100 users... all brings together innovation leaders and passionate professionals in a one-day event to catalyze value creation, value capture, and value delivery. Innovation Fisher members attend free of charge!

333 people like this

LIKES

[Weener Center for the Arts](#)

[Design Axis](#)

[Resource Interactive](#)

[Ben's Salsand](#)

Hidden Posts

[Info](#)

[Photos](#) (30)

[Video](#)

[Discussions](#)

Appendix 10: Supporter Facebook Profile Example

Home Profile Account
facebook

Emily Greg Bice

Married • Born on January 8, 1985

Wall
Info
Photos (465)
Friends

likes
posts
links
notes

Write something...

any zammaso

any zammaso just answered a question about Emily Greg Bice
she has answering questions about her with friends.
find out: what she said about you!

Saurdar at 2:53pm via Badoo · Like · Comment · Do not show me these posts

Mario Ely Isella Hernandez

Mario Ely Isella Hernandez just answered a question about Emily Greg Bice
he is also answering questions about his other friends.
find out: what he said about you!

Randee Bolster

To extend Y Teodoro machal
February 24 at 5:31pm · Like · Comment

Dejety Morales

Dejety Morales just answered a question about Emily Greg Bice
she is also answering questions about her other friends.
find out: what she said about you!

Message
Post

You and Emily

See Friendship

25 Mutual Friends

Sponsored
Create an Ad

Click "Like" and enter to win! Large big Kids League pizza and a \$25 Gift Card to use to fill L. Hury - India want!

ad Like · Adrienn Schmoeder likes this.

Buckle Up groups.com

see things to do in Columbus before you do.

Tired of Church? rockcitychp

So awesome. Be a part of a new church in Columbus that you and all your friends can get excited about. 20100818.

Do you ACT Model or SING? actmodelofcolor.com

LA Talent Scouts coming Columbus!

Anthony Bolly

Cristi Dikebeth Faurb Upper Arlington ...

andrea bolster

rebecca Lacroix

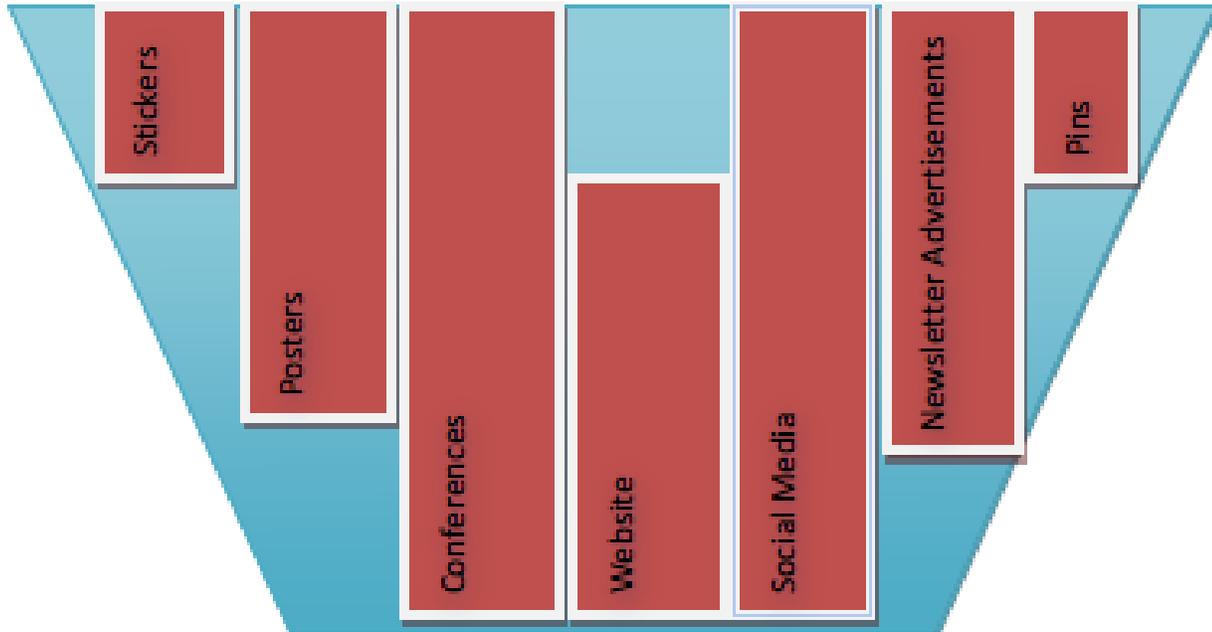
Mauricio Hernandez

Kyle Cysta Link Embury-Riddle FL ...

Brett Hughes

Chris Ford

Appendix 11: Creative Execution and the Sales Funnel



Appendix 12: Media Schedule

Appendix – Media Schedule

	January	February	March	April	May	June	July	August	September	October	November	December
Magazines	Green	Green	Green	Green	Green	Green	Green	Green	Green	Red	Green	Green
Newspaper	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Yellow	Red	Yellow	Yellow
Public Relations	Yellow	Green	Green	Yellow	Green	Green	Yellow	Green	Yellow	Red	Green	Green
Posters	Yellow	Green	Green	Green	Green	Green	Green	Green	Yellow	Red	Green	Green
Speaking Engagements	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Yellow	Red	Yellow	Yellow
Website Updates	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Yellow	Yellow
Conference Appearances	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Yellow	Red	Yellow	Yellow
Social Media Activity	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Newsletter Advertisements	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Red	Yellow	Yellow

Red = heavy activity

Yellow = moderate activity

Green = light activity

Appendix 13: Budget

Activity	Cost
Poster creative	Free – Agency
Poster printing	Free – Print Shop
Poster distribution and hanging	\$50
Public Relations	Free
Stickers/Pins	\$1,500
Newsletter advertisements creative	Free - Agency
Newsletter distribution	Free
Website creative and updating	Free – Agency
Website hosting	\$100
Conference handouts and signage creative	Free – Agency
Conference handouts printing	Free – Print Shop
Conference Signage printing/construction	\$500
Other	\$350
Total	\$2,500

