



Department of Neurologic Surgery Digital Communications Plan

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Table of Contents

Executive Summary.....	3
Why the Department of Neurologic Surgery	3
Personal Engagement	4
Needs of the Patient Come First	5
Mayo Clinic's Core Values	5
Organizational Overview.....	6
Table 1. Overall Social Media Tactics.....	7
Financial Performance	9
Social Media Presence	11
Competitors	12
Measurement and Analytics Review	13
Table 2. Cleveland Clinic Social Media Analytics	14
Mayo Clinic.....	15
PR Outreach.....	16
Table 3. Department of Neurosurgery Articles in the News.....	16
Social Media Strategy	17
Recommended Tactics	18
Table 4. Social Media Tactics	19
SWOT Analysis.....	23
Campaign Development.....	24
Campaign Tactics.....	25
Social Media Content Calendar	29
Timeline	30
May 2017	31
June 2017	32
July 2017	33
Design Samples.....	34
Facebook	34
Twitter.....	34
Pinterest.....	35
Conclusion	35

Executive Summary

As health care moves from a paper-based system to a digital one, it is important to note that it isn't just patient records that are being transformed. The way patients, colleagues and the general public collect and search for information as well as interact with one another is becoming more and more digitized as well. Mayo Clinic knows this and has become a leader in digital marketing and social media for health care.

The Department of Neurologic Surgery realizes the impact that social media can have on an individual's choice of health care provider and, therefore, would like to utilize it to interact with patients, colleagues and the general public.

Why the Department of Neurologic Surgery

Neurosurgery news can get lost in the plethora of info that is disseminated on the main Mayo Clinic social media channels. Most of our main competitors do not have official public social media pages specifically designated for neurosurgery. Therefore, we don't want to miss a prime opportunity. If we don't seize it, someone else certainly will. Back problems, chronic neurologic disorders, and headaches and migraines are some of the most common reasons people go to see their doctor. There certainly would be ample material to disseminate.

Using social media ties into the Mayo Clinic 2020 Strategic Plan:

- It is an opportune way to help generate a sustained volume of patient demand for destination services.

- It allows us to build a repeatable process/program for working with external partners in technology, research, laboratories and bioscience.
- It provides a way to generate gifts, which support the ongoing growth and focus of practice, research and education.

How? By generating an abundance of free word-of-mouth marketing. We can draw attention to clinical trial recruitment, opportunities for temporary research personnel, groundbreaking research, etc. We have an incredible opportunity to use social media to draw attention to the expansion of the Mayo Medical School in Arizona and our outreach to the Middle East and North Africa. We can use social media for collaboration purposes and for sharing patient success stories to a wider audience.

Personal Engagement

Live video is the hottest trend at the moment, which can be seen in the [#MayoClinicNeuroChat](#) sessions. A recent chat at the annual AANS meeting featuring Drs. Bendok, Spinner and Quinones generated over 11,000 views in the first two days. People are looking for answers, and we have a unique opportunity to point them to Mayo Clinic. The most recent [YouTube videos](#) featuring our neurosurgeons are incredible opportunities to show our target audience just who are neurosurgeons are as individuals. This is important to someone who is facing a very worrisome surgery. Even user-generated content can have a huge impact as [this video](#), which has generated over 40,000 views in the past nine months, shows.

Needs of the Patient Come First

Taking into account the principles of design thinking, we want our patients to feel cared for, valued and understood. Therefore, we could expand this by doing something no one else may be doing: educate older patients (65+ years of age) on how to use the internet. Offer on-site mini classes in how to use social media, connect to their patient portal, and show them the benefits of doing so. The elderly often feel disconnected from others. This gives them an opportunity not only to connect with others but also gain support from those who may be suffering from the same medical conditions they do.

Mayo Clinic's Core Values

Expanding our social media presence allows us to share Mayo Clinic's core values of respect, integrity, compassion, healing, teamwork, innovation, excellence and stewardship. It allows us the opportunity to extend our reach, engage with our patients, connect with our colleagues, and share our triumphs. It enables us to seek funding for important research and obtain the support of benefactors who want to help us make a difference. It has the potential to increase referrals, broaden our share of voice (SOV), and amplify our influence exponentially.

Organizational Overview

Consistently recognized by numerous external organizations for providing outstanding patient care, [Mayo Clinic's Department of Neurologic Surgery](#) has ranked No. 1 for at least the past three years by U.S. News & World Report as one of the leading neurosurgery facilities in the United States. With locations in Arizona, Florida and Minnesota, Mayo Clinic's world-renowned neurosurgeons perform more than 7,000 complex surgeries annually.

Although Mayo Clinic has an exceptional social media presence as an overall organization, the Department of Neurologic Surgery would like to develop its own social media presence. The objective of this is to:

- Promote what is happening within the department to colleagues, friends, patients and a worldwide audience.
- Demonstrate some of the reasons the department is ranked No. 1 in the nation.
- Connect all three Mayo Clinic sites (enterprise wide) in a powerful show of force.

Mayo Clinic already has strong brand recognition, and its social media philosophy is as follows: "Mayo Clinic believes individuals have the right and responsibility to advocate for their own health, and that it is our responsibility to help them use social media tools to get the best information, connect with providers and with each other, and inspire healthy choices." In 2010, it created the Mayo Clinic Center for Social Media and launched the Mayo Clinic Social Media Network (MCSMN) to improve health worldwide by enhancing the use of social networking tools throughout Mayo Clinic. All

groups within Mayo Clinic who want to establish a social media presence must coordinate their efforts through the MCSMN.

The Department of Neurologic Surgery realizes that social media can have a significant impact on an individual's choice of health-care provider and, therefore, would like to utilize it to interact with its patients. It is important, of course, to be cognizant of HIPAA laws. The Department of Neurologic Surgery would also like to use social media for internal departmental communications (via the Slack app) and for connecting with temporary research personnel (e.g., research fellows, research trainees, visiting clinicians, etc.).

A couple of tactics that would work well to accomplish the department's overall objectives pertaining to social media are shown in Table 1:

Table 1. Overall Social Media Tactics

Facebook	Create a Mayo Clinic Department of Neurosurgery Facebook page to provide a place for neurosurgery patients and their family members to interact (with Mayo and with one another) as well as stay up to date on what is happening in the department. Engagement is key.
Instagram	Instagram is growing exponentially. Why not use it to our advantage by highlighting what is happening within the department. It would be a great way to share YouTube videos for a wider reach, give viewers a behind-the-scenes look of what a visit to the Department of Neurosurgery actually looks like, and allow user-generated content (a huge plus in social media right now). Given our current outreach to Dubai, this tactic could be used extremely well to draw in new patients by having someone from the Middle East submit a short video or photos of his or her experience here.

LinkedIn	Create a LinkedIn account to provide researchers worldwide a way to connect with Mayo Clinic Department of Neurosurgery staff regarding specific research opportunities (whether it be a temporary position or something more permanent).
Periscope	Since many patients come for extended appointments, use the Periscope app to highlight some of the community festivities that our patients find fun: <u>Thursdays on First</u> (a weekly outdoor summer market featuring art, craft and food vendors as well as live entertainment), the <u>Rochester Trolley & Tour Co.</u> , and <u>Rochesterfest</u> . A key component of doing social media well is to incorporate fun into what could otherwise become dry, dull material.
Pinterest	Pinterest is a great way to post follow-up advice, medical information and tips via infographics (e.g., 10 Tips for Post-Surgical Care After Back Surgery).
Snapchat	Snapchat could be used well in the area of pediatric neurosurgery, especially during the holidays. Mayo Clinic personnel could have some fun with it using music, stickers and emoji. It would also be a fantastic way to incorporate user-generated content (parents love to share cute photos of their kids), which gives potential patients a glimpse into what makes Mayo Clinic special.
Slack	Slack would be an excellent internal collaboration tool to improve our current method of onboarding temporary research personnel. It would improve communication between our department and Human Resources, reduce emails considerably, and make sure everyone can follow the applicants through the hiring process.
Twitter	Create a Mayo Clinic Neurosurgery Twitter account to promote updates and current breakthroughs in recent surgical procedures and research. Twitter is also a great way to do a quick survey (e.g., how well we are doing with respect to our patients' journey through the department from appointment to follow-up). Twitter (in addition to Facebook) could be used to create a design artifact called a "customer journey map" to understand patients' highs and lows in their interactions with the Department of Neurosurgery. Analyzing the results can improve the way we interact with our patients.

YouTube	Create a YouTube channel that allows patients, medical students, residents and researchers to go behind the scenes of our research labs and listen to what our researchers are currently working on. It would be interesting to feature “A Day in the Life” vignettes for aspiring medical professionals. It would also be interesting to provide short video interactions that allow patients to see our neurosurgeons on a more personal level (e.g., Dr. Bydon with his therapy dog, Beau). For example, we have a recent resident who is currently doing mission work for two years in Kenya. The stories he sends to us are incredible and would be interesting to viewers.
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All of the above-mentioned platforms could also be used to share patient success stories. As mentioned earlier, the main thing to keep in mind is the impact of HIPAA laws. Patient confidentiality cannot be breached, and permission would need to be obtained when necessary.

Financial Performance

[Mayo Clinic’s financial performance for 2016](#) was strong. Revenue was up 6.6 percent, surgery was up over 2 percent and ER visits were up by 3.5 percent. Although net operating income was down from 2015 (\$475 million in 2016, \$526.4 million in 2015), much of that was due to growth-related expenses involving facilities, education systems and technology, especially the new electronic health records and IT infrastructure update, a project that will cost in excess of \$1 billion overall. As far as its marketing and communication budgets, this [Bloom Creative article](#) states it best. As of July 2016, “Mayo Clinic already devotes about two thirds of its marketing budget on digital—with no signs of slowing down. They’ve focused on making useful content

available (both when and where people are looking for it), and every piece of content they create is another asset in their online portfolio.” Therefore, the likelihood of developing social media sites specifically for Mayo Clinic’s Department of Neurosurgery should be highly probable and strongly encouraged.

According to a [2013 Pew Research Center study of online health](#), 72 percent of all internet users look online for health information. Approximately 75 percent are between the ages of 18 and 49. Fifty-five percent of adult internet users are looking for information pertaining to a specific disease or medical problem, and 43% are searching out information regarding a certain medical treatment or procedure. Women are more likely than men to seek health information online, and people with higher levels of education are also more likely to do so. According to the report, there are only “four significant differences among white, African American, and Latino internet users when it comes to health topics: specific diseases, weight control, a drug seen in advertising, and pregnancy.”

As far as Mayo Clinic, a 2010 MCSMN report shows that patient word-of-mouth was 91 percent positive after visits; 86 percent of patients recommended Mayo Clinic. With the reachability of social media, this could be quite advantageous with regard to our outreach efforts in the Middle East and elsewhere. In 2014, Mayo Clinic’s global outreach surpassed 69 million people; 13 million were reached via Mayo’s social media channels. The goal for 2020 is 200 million people.

The group least likely to access health information online is the 65+ age group. From research I have done over the past six months for other projects, this is due to seniors feeling that the internet is not relevant to their lives. Therefore, it is important for organizations to offer training courses for seniors in order to show them how to use the internet to their advantage.

Over 1,000 neurosurgery patients seen in 2016 were 65 years of age or older. Helping this demographic learn how to use the internet and social media has the potential to increase our reach even further. It provides these patients with an opportunity to connect with, and gain support from, others who share the same medical conditions they do. Many of them are lonely. According to a [2015 Business Insider article](#), 35 percent of all adults aged 65 and older are now on social media, more than triple what was reported in 2010. This is just one more way to show how Mayo Clinic cares about the needs of the patient. For patients who come here from a distance (and for local patients as well), why not offer a class on learning how social media and connecting on the internet can be beneficial to their health? It helps the patient, and it helps us expand our media presence.

Social Media Presence

Mayo Clinic's social media presence consists of multiple sites on Facebook and Twitter, YouTube, FourSquare, LinkedIn, Pinterest, Instagram, Periscope and Google+. Mayo Clinic created the Mayo Clinic Social Media Network to offer social media

resources not only to Mayo Clinic employees, but also to individual and organizational premium members worldwide. In addition, it hosts a variety of Mayo Clinic communities and blogs including Mayo Clinic Connect, Mayo Clinic News Network, Social Media Health Network and Sharing Mayo Clinic. Although Mayo Clinic had at least three different websites a few years ago (www.mayoclinic.com, www.mayoclinic.org and www.mayoclinic.edu), those have now been consolidated into one (www.mayoclinic.org).

Although Mayo Clinic's social media presence as an organization is quite extensive, the Department of Neurosurgery is not quite so ubiquitous. For example, in looking at the Mayo Clinic YouTube site, except for a few more recent neurosurgeon profile videos, the majority of [neurosurgery videos](#) go back to 2009-2013. The same can be said for press releases. Although the most recent press release pertaining to neurosurgery found on the Mayo Clinic News Network press release website is dated April 3 of this year, the ones prior to that are dated December 13 and June 23, 2016. However, knowing of quite a few additional neurosurgery news stories that have occurred in between these dates, it appears that news can be found much faster and more efficiently using Mayo Clinic's social media platforms, which often include links to news coverage of patient stories.

Competitors

Mayo Clinic Department of Neurosurgery's top competitors are Johns Hopkins Hospital, New York-Presbyterian University Hospital of Columbia and Cornell, Massachusetts General Hospital, UCSF Medical Center and Cleveland Clinic. Overall, I do

not see any of them being a direct threat as far as social media is concerned.

Johns Hopkins has basically the same social media channels as Mayo Clinic does; however, it appears to have more [official pages](#) (e.g., 35 Facebook pages, 23 Twitter pages listed on its website). Although it does have a Center for Bariatric Surgery Facebook page, a Plastic & Reconstructive Surgery Instagram page and a Department of Surgery Twitter page, there is not an official Department of Neurosurgery page. The [Johns Hopkins Neurology and Neurosurgery website](#), however, excels at offering a number of press releases, videos, podcasts and patient stories that could be successfully disseminated via social media. Posts pertaining to neurosurgery are quite frequent on the main Twitter feed but very sporadic and difficult to find on Facebook.

New York-Presbyterian University Hospital has a handful of pages on Facebook, but none seems to have an extremely large following (the main page has 102,708 followers). Twitter posts only appear about once per month, and that is for the overall hospital. There is nothing pertaining to neurosurgery specifically.

Cleveland Clinic has very little on its Facebook page pertaining to neurosurgery. The most recent post was from April 28, but it takes some digging to find the next most recent one. The most recent neurosurgery posts on its Twitter feed are from April 11 and 22 but are somewhat sporadic prior to that.

Measurement and Analytics Review

In looking more specifically at Cleveland Clinic, one of Mayo Clinic's main competitors, digital goals and objectives (taken from the main page since there is no

page specifically for neurosurgery) appear to be as follows:

- informing the public regarding a variety of health topics,
- sharing health and fitness tips,
- highlighting cancer symptoms/treatments/cures, and
- educating followers on healthy food and nutrition.

The frequency of content and average engagement for Cleveland Clinic's Facebook, Twitter and Instagram pages over a three-day period (April 11 - 13, 2017) are shown in Table 2:

Table 2. Cleveland Clinic Social Media Analytics

	Facebook	Twitter	Instagram
Page Followers/Likes	2,089,920 Likes	1,053 Likes 900,000 Followers	26,400 Followers
Frequency of Content (# posts)	14 per day	18.67 per day	1.33 per day

Average Engagement	Facebook	Twitter	Instagram
Comments/Replies	22.63	1.36	4
Likes	277.73	56.30	672.67
Shares/Retweets	137.08	42.65	--

Given that Cleveland Clinic's perceived goals and objectives appear to be raising awareness and sharing health information, the best measurement would be the number of likes and shares. In looking at the averages above, Instagram (during this particular three-day period) showed the best results. However, given that there are so few posts on Instagram, this cannot necessarily be considered successful. It could have been a fluke. More analysis is required.

Looking at reach, Cleveland Clinic's social media is successful as far as the number of followers on its pages. Engagement, although robust, is somewhat difficult to measure. There are some posts that generated 900-1100 "likes"; however, there are others that generated zero. When looking at engagement in terms of percentage of followers, it appears to be quite low. For example, given that the total number of "likes" for Facebook over the three-day period measured above was 11,636, the total engagement rate would only be 0.557 percent, which seems low. Nonetheless, given that the Facebook posts over this three-day period also generated a total of 7,333 shares, the reach multiplies and is not necessarily factored into the analysis. Therefore, overall, Cleveland Clinic's social media campaign appears successful.

Mayo Clinic

[Mayo Clinic's Department of Neurosurgery website](#) offers patient stories with social media share buttons, but it requires some digging to find the stories. When doing a search on Facebook for Mayo Clinic pages, a large number show up; but it is difficult to tell just how many of those are official Mayo Clinic pages, and Mayo Clinic does not list them on their website like Johns Hopkins does. The Mayo Clinic Neuro Twitter page posts a few times per month, and the MayoPedsNeurosurgery Twitter page posts every few days.

Mayo Clinic does have a [social media policy](#) in place, which is quite comprehensive; and Mayo Clinic employees and students participating in social media are expected to abide by it. While Mayo Clinic does not restrict employees' use of social

media while working, the guidelines do state that it should not interfere with work commitments.

PR Outreach

Mayo Clinic News Network offers a variety of news stories for journalists and members of the media to cover. Media members need to request a media account in order to access news releases and multimedia materials, including the ability to download audio and video files. The Department of Neurosurgery has frequently been featured over the past six months with articles like those shown in Table 3:

Table 3. Department of Neurosurgery Articles in the News

Title	Date
Sharing Mayo Clinic: Keen Expertise Helps Infant Survive Rare, Life-Threatening Brain Tumor	April 13, 2017
Sharing Mayo Clinic: Sharing Disc Replacement Keeps Darrell Deutz Behind the Lens	April 6, 2017
Man moves paralyzed legs using device that stimulates spinal cord	April 3, 2017
In the Loop: Movie to feature doctor's story of American dream	March 28, 2017
Sharing Mayo Clinic: Racing Ahead to a New Career After a Brain Injury	March 24, 2017

Prevention is key to brain injuries	March 22, 2017
Infographic: What is a brain tumor?	March 1, 2017
Sharing Mayo Clinic: 14-Year-Old Writes the Book on Beating the Odds	February 19, 2017
Sharing Mayo Clinic: Astounding Recovery for an 8-Year-Old Boy Shot by an Arrow	February 3, 2017
Sharing Mayo Clinic: Walking easy after minimally invasive spine surgery	January 22, 2017
Sharing Mayo Clinic: Spinal Cord Stimulator Eases Pain	January 8, 2017
Sharing Mayo Clinic: Multiple medical emergencies give nurse new perspective	December 18, 2016
Innovation guides less invasive cancer treatment at Mayo Clinic	December 13, 2016

All articles feature social media share buttons for Facebook, Twitter, Google+ and LinkedIn, as well as allow for saving to Pinterest, email sharing, printing and, if one is a member of the Mayo Clinic News Network, leaving a comment.

Social Media Strategy

Mayo Clinic, as a leader in bringing social media to health care, knows the value such an endeavor provides. With at least two-thirds of its marketing budget devoted to

digital communication, and institutional guidelines and organizational support to support it, it does not take a brain surgeon to figure out the impact and outreach that expanding the Department of Neurosurgery's social media presence will have.

Nonetheless, it is certainly a perk to have a number of them on board.

As the most recent U.S. News & World Report Best Hospitals list shows, Mayo Clinic remains in the No. 1 spot. As far as adult specialties, the Departments of Neurology & Neurosurgery do as well. Mayo Clinic's world-renowned neurosurgeons perform more than 7,000 complex surgical procedures every year at campuses in Arizona, Florida and Minnesota. Although neurosurgery highlights are disseminated via Mayo Clinic's social media pages, the news can get lost amidst the plethora of information. Therefore, the Department of Neurosurgery would like to create its own social media platform with the following three goals in mind:

1. Promote to a worldwide audience what is happening within the department and what makes us No. 1.
2. Provide resources and encouragement to our patients and their families.
3. Foster solidarity among all Department of Neurosurgery members across all three Mayo campuses.

Recommended Tactics

There are a number of tactics that would work well to promote what is happening in the Department of Neurosurgery. Since the goals do not target one

specific demographic, there is quite a bit of freedom available. By creating Mayo Clinic Neurosurgery Facebook, Twitter and LinkedIn pages, the department can share its latest research, clinical trials, novel techniques and patient stories. There is no shortage of information available, and unique surgical techniques like Dr. Kendall Lee’s 2014 DBS surgery on violinist [Roger Frisch](#) would be sure to go viral. Most information can be posted across multiple platforms, but Table 4 outlines some tactics that would highlight specifics better than others:

Table 4. Social Media Tactics

	Promotion	Provision	Solidarity
Facebook	• Patient success stories • Latest research • Current clinical research • Invitations to local events, podcasts, etc.	• Create Facebook groups to open up two-way communication and support among patients suffering from the same diagnosis	• Highlight collaborations between Mayo Clinic and Arizona State University • Share news of the newly opened Mayo Medical School in Arizona
Instagram	• Highlight community festivities/activities • Share photos of departmental events at the Foundation House, Mayowood and Plummer House • Showcase Mayo Medical School graduation festivities • Promote expansion in the Middle East via photos and user-generated content • Promote events like BTFC	• Post inspirational memes and images of hope • Highlight Mayo’s motto, “The needs of the patient come first” through images	• Post photos of enterprise-wide events and activities (e.g., research and educational events involving all three campuses) • Showcase the Annual Neurosurgery Research Symposium

LinkedIn	• Post job opportunities • Highlight research opportunities • Material for temporary research professionals	• Provide stories like Dr. Will Copeland's to highlight just how far a resident can go when his residency ends	• Highlight opportunities available on all three campuses and showcase rotation options
Pinterest	• Infographics highlighting statistical results of the Mayo Clinic Neurosurgical Biobank and Clinical Registry • Sharing neurosurgery-related posts that currently appear on Mayo Clinic's Tell Your Story board • Highlight Mayo Medical School statistics	• Infographics outlining post-surgical care (based on which procedures/conditions providers, nurses and medical secretaries receive the most phone calls for) • Provide wellness tips, exercises for specific neurosurgical conditions, brain-training exercises, etc. • Create specialty boards for patients with a specific diagnosis (e.g., brain tumors, aneurysms, spinal stenosis, etc.)	• Contributions on the specialty boards from neurosurgeons at all three Mayo campuses
Twitter	• Highlight provider achievements • Highlight the DMC and what it means for patients	• Share articles that patients will find helpful • Highlight breakthroughs in research and novel surgical techniques	• Highlight research coming from the Brain Tumor Stem Cell Laboratory in Florida • Highlight Dr. Bernard Bendok's research (Mayo Clinic Arizona) on the innovation of surgical methods and devices as well as the mathematical modeling of neurovascular diseases

YouTube	• Create “A Day in the Life” vignettes for aspiring medical professionals • Showcase a neurosurgeon’s unique skill • Showcase medical professionals learning new surgical techniques in a lab setting	• Share “above and beyond” scenarios that Mayo employees organize for patients • Short videos allowing patients to see what our neurosurgeons are like on a personal level	• Share TED talks like Dr. Kristin Swanson’s (Mayo Clinic Arizona) • Highlight Dr. Alfredo Quinones-Hinojosa’s story • Share short videos of what’s happening on each campus in research
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As the various platforms are launched, and it becomes clearer what material is preferred where, information can be tweaked accordingly. For example, posting an article about concussions in youth sports would do well on Instagram, Twitter and Facebook because the target audience is pre-teens, teens, parents and (possibly) grandparents. However, an article on spinal stenosis would do better on Facebook, not Instagram, because older adults tend to prefer Facebook. Qualitative and quantitative measurement will be assessed using [Sprinklr](#), [Alexa](#), and/or [Hootsuite](#) analytics, which Mayo Clinic already uses for some of its other social media sites. Obviously posts that generate higher numbers of likes, shares and conversation will determine similar posts in the future.

SWOT MATRIX for Mayo Clinic's Department of Neurosurgery

INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
• Strong brand recognition • Listed No. 1 by U.S. News & World Report (both Mayo Clinic as an institution and the Department of Neurosurgery) • Exceptional organizational support of social media • Mayo Clinic Center for Social Media • Mayo Clinic Social Media Network (a leader in bringing social media to health care) • Institutional guidelines for social media • Collaboration with Hootsuite • At least two-thirds of marketing budget is devoted to digital • Makes good use of a number of blogs (Example)	• News specifically tailored to neurosurgery gets lost in the main Mayo Clinic newsfeeds • Difficult to determine which Mayo Clinic sites are legitimate • Older patients (65+ years of age) may not know how to take advantage of the benefits of social media and, therefore, miss a wealth of information • Moving things along the institution's chain of command is laborious and time consuming; so although the Department of Neurosurgery is keen on expanding its social media presence, it may take a while to get the necessary approval
EXTERNAL FACTORS	
OPPORTUNITIES (+)	THREATS (-)
• Increase awareness of what is happening specifically in neurosurgery (patient success stories) • Highlight doctors' personal stories/personality (Example) ◦ Why did they choose to practice neurosurgery? ◦ Mission work • Highlight groundbreaking neurosurgical techniques • Highlight research efforts and clinical trials taking place • Open up communication among people suffering from similar neurosurgical conditions • Offer tips for postsurgical care • Show solidarity among all three Mayo Clinic sites (Arizona, Florida, Minnesota) • Improve communication with temporary research professionals; post available openings and opportunities • Offer "A Day in the Life" vignettes for aspiring medical professionals • Highlight community activities/festivities our patients find fun	• Disgruntled patients using social media as a sounding board • Patient malpractice lawsuits currently underway • HIPAA Privacy Rule • Bad press • Government regulations (Obamacare)

Campaign Development

Dr. Will Mayo once said, “The glory of medicine is that it is constantly moving forward, that there is always more to learn.” Because this social media campaign is a learning opportunity for the department and because each of the three social media strategy goals involve learning on the part of someone (be it patients, the public or the institution learning to get along across the enterprise), it makes sense to have the campaign concept revolve around learning. Integrating Mayo Clinic’s and the Department of Neurosurgery’s No. 1 spots on the U.S. News & World Report’s 2017 Best Hospitals list, an ideal campaign slogan for this digital campaign would be ***Listen. Learn. Lead.***

By ***listening*** to their patients, Mayo Clinic’s neurosurgeons gain a better understanding of their concerns and health issues. By continuing to conduct their own research and seeking out opportunities to connect with colleagues around the world, our neurosurgeons advance their own skills to better attend to the needs of their patients. Throughout this ***learning*** process, Mayo Clinic neurosurgeons emerge as ***leaders*** and innovators in medicine and research.

Key audiences would be past, present and future patients; families of these patients; colleagues around the world, both clinicians and researchers; and schools and businesses wishing to know more about the Mayo Clinic model of care as it pertains to neurosurgery.

The campaign would be rolled out with Facebook and Twitter accounts, followed shortly thereafter by LinkedIn and Pinterest accounts. Instagram and YouTube would follow after that.

Since this is a completely new endeavor for the Department of Neurosurgery, the first phase (three months) of qualitative and quantitative measurement would simply be to monitor accounts and see how many likes, shares and comments are received per post. This information, which would be collected via [Sprinklr](#), [Alexa](#), and/or [Hootsuite](#), will help determine what to focus on during the second phase (next three months). During the second phase, adjustments could be made if necessary; and by the end of that phase, engagement will hopefully have increased significantly.

Campaign Tactics

In Month 1, Facebook and Twitter accounts would be created with general information highlighting awards or groundbreaking research/surgical techniques disseminated. Sample posts would be similar to the following:



Additional posts could link to patient success stories, current research being conducted, invitations to local lectures, etc.

In Month 2, LinkedIn and Pinterest accounts would be added. Because the Department of Neurosurgery has multiple researchers wishing to come spend anywhere from a few weeks to a year or more with our neurosurgeons, the number of temporary research personnel postings is high. Therefore a job posting similar to the following would be posted on the Mayo Clinic Neurosurgery LinkedIn page:

Research Fellow - Neurologic Surgery
Mayo Clinic · Rochester, MN, US
Posted 2 months ago · 13 views
8 connections work here

[Save](#) [Apply on company website](#)

Job description	
Department	Seniority Level
Neurologic Surgery	Associate
Specialty	Industry
Neurologic Surgery, Research	Nonprofit Organization Management, Health, Wellness and Fitness, Hospital & Health Care
A Life-Changing Career	Employment Type
Position Summary	Full-time
The Department of Neurologic Surgery is seeking a postdoctoral Research Fellow. The successful candidate will be working on a project involving	Job Functions
	Research, Analysis

[See more](#) ▼

Infographics work well on Pinterest, so creating an infographic showing overall statistics (e.g., number of neurosurgeries performed in 2016, number of repeat

hospitalizations, etc.) would be a good place to start. Creating the following specialty boards on the Department of Neurosurgery Pinterest site would be ideal:

- Inspiration (e.g., to instill hope)
- Fundraising Opportunities (e.g., donating money to a particular research endeavor)
- Research (e.g., links to current research and clinical trials)
- Resources (e.g., highlighting journal articles or blog posts written by our neurosurgeons)
- Success Stories (e.g., highlighting a patient who is now able to walk pain free)
- Wellness Tips (e.g., to keep your back healthy)

Additional specialty boards pertaining to specific diseases (e.g., Brain Tumors) would also be a good strategy. These would offer patients a way to connect with others who share their same struggles and help them know they are not alone. Reposting neurosurgery-specific posts from Mayo Clinic's [Tell Your Story](#) Pinterest board would be another excellent tactic.

In Month 3, Instagram and YouTube accounts could be rolled out. Links to podcasts, short informational videos and interviews with neurosurgery staff like the following would be featured:



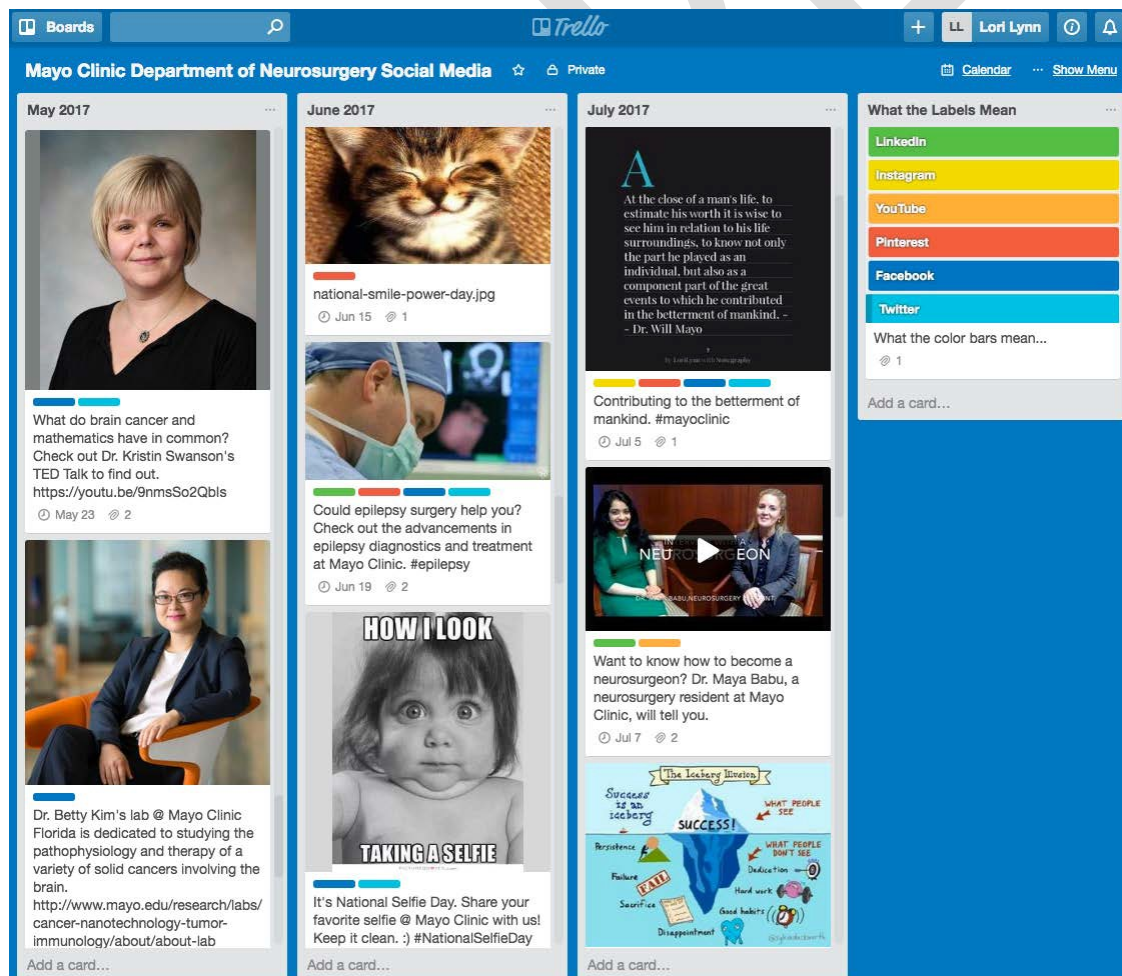
<https://youtu.be/O0MrWY51PD8>

Patients are always interested in knowing more about what the physician they are about to see is really like. Viewing short introductory videos like these will allow them to have a better understanding of who their neurosurgeon is as a person. Instagram posts would be geared more toward younger patients (i.e., age 35 and under), and YouTube posts would be geared toward everyone.

As mentioned earlier, analytics tools will be used to determine which posts are garnering the most attention; and information posted will be adjusted, if necessary, as time goes by. The goal is to have a 20 percent increase in followers across platforms from the end of Phase 1 to the end of Phase 2 and another 20 percent increase from the end of Phase 2 to the end of Phase 3.

Social Media Content Calendar

Using a content calendar to plan, create and develop content is vital. Keeping track of which content does well helps strategize future content. Making note of important dates, assigning who will post specific material, and making sure all platforms are equally covered can all be taken care of using a content calendar. Trello is an excellent organizational tool for social media, which allows users to organize projects into boards, collaborate with others, show who is working on what, and where something is in the process. Posts can be generated ahead of time and set to automatically post on a specific date at a specific time.

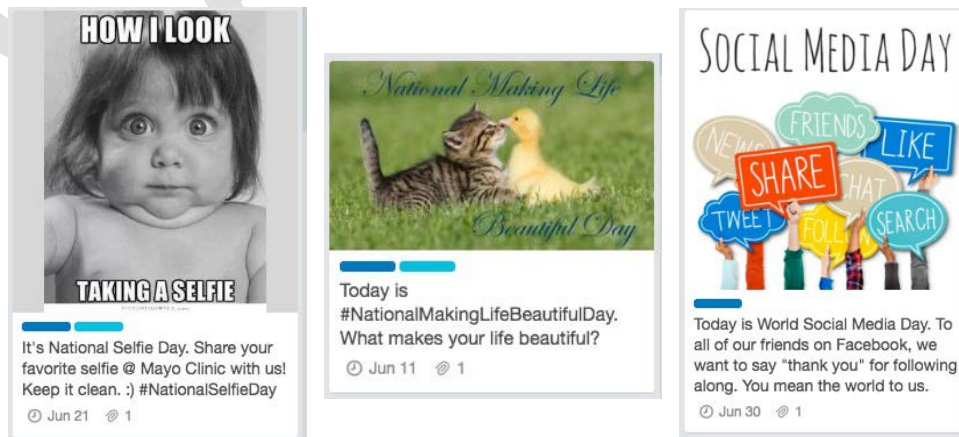


Timeline

As mentioned earlier, the first month will focus on generating content for Facebook and Twitter. In addition to posting health-related content only, additional posts pertaining to local activities and other national days will be posted as well.



One of the key components of social media is to engage with the target audience. This can be done effectively by using a mixture of videos, guides and infographics. Ask questions in posts to foster two-way communication and seek user-generated content when appropriate.



May 2017 (Focus on Facebook and Twitter)

Mayo Clinic Department of Neurosurgery Social Media

May 2017

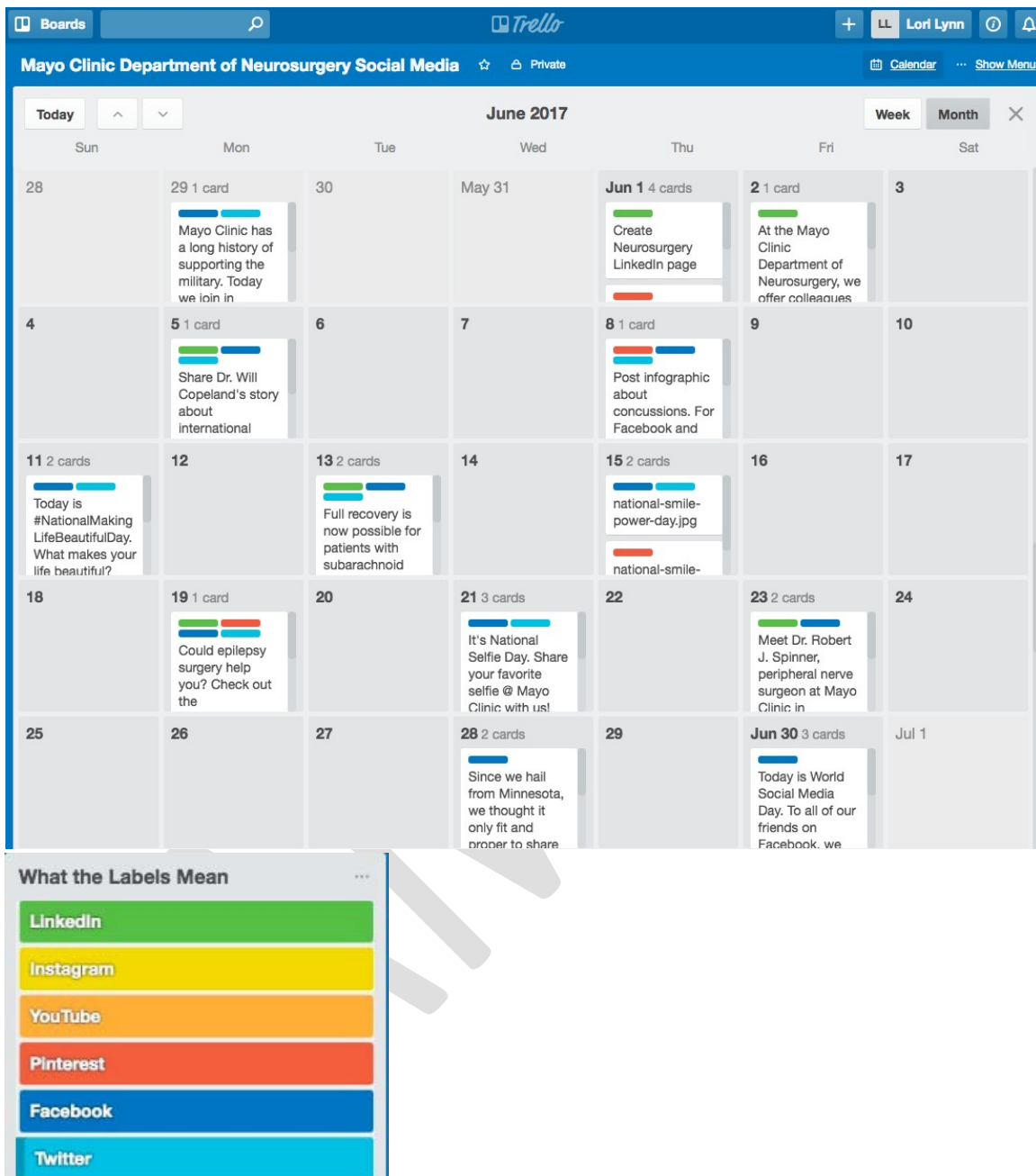
Sun	Mon	Tue	Wed	Thu	Fri	Sat
Apr 30	May 1 4 cards Create Neurosurgery Facebook page	2 2 cards May 1-7 is Children's Book Week, and Mayo Clinic loves to accept book	3 2 cards May is National Brain Tumor Awareness Month #GoGravInMay	4 1 card Infographic: What is a brain tumor? http://newsnetwork.mayoclinic.org	5	6 2 cards The Rochester Downtown Farmer's Market opens today! 7:30 - Noon @
7	8	9 1 card 30% of all kids who are diagnosed with a brain tumor will not survive. You	10	11 1 card Mayo Clinic is one of only five cancer centers to receive a National Cancer	12	13
14	15 2 cards Our patients come from all over the world. In the Department of Neurosurgery.	16	17 2 cards Meet Ian F. Parney, MD, PhD, a neurosurgeon who specializes	18	19 2 cards Are you or a loved one a brain tumor survivor? Join us @ the Brains Together	20
21	22	23 1 card What do brain cancer and mathematics have in common? Check	24	25 2 cards Dr. Betty Kim's lab @ Mayo Clinic Florida is dedicated to studying the	26	27
28	29 1 card Mayo Clinic has a long history of supporting the military. Today we join in	30	May 31	Jun 1 4 cards Create Neurosurgery LinkedIn page	2 1 card At the Mayo Clinic Department of Neurosurgery, we offer colleagues	3

What the Labels Mean

- LinkedIn
- Instagram
- YouTube
- Pinterest
- Facebook
- Twitter

Month 2 (June) will focus on content for LinkedIn and Pinterest, while still posting content to Facebook and Twitter.

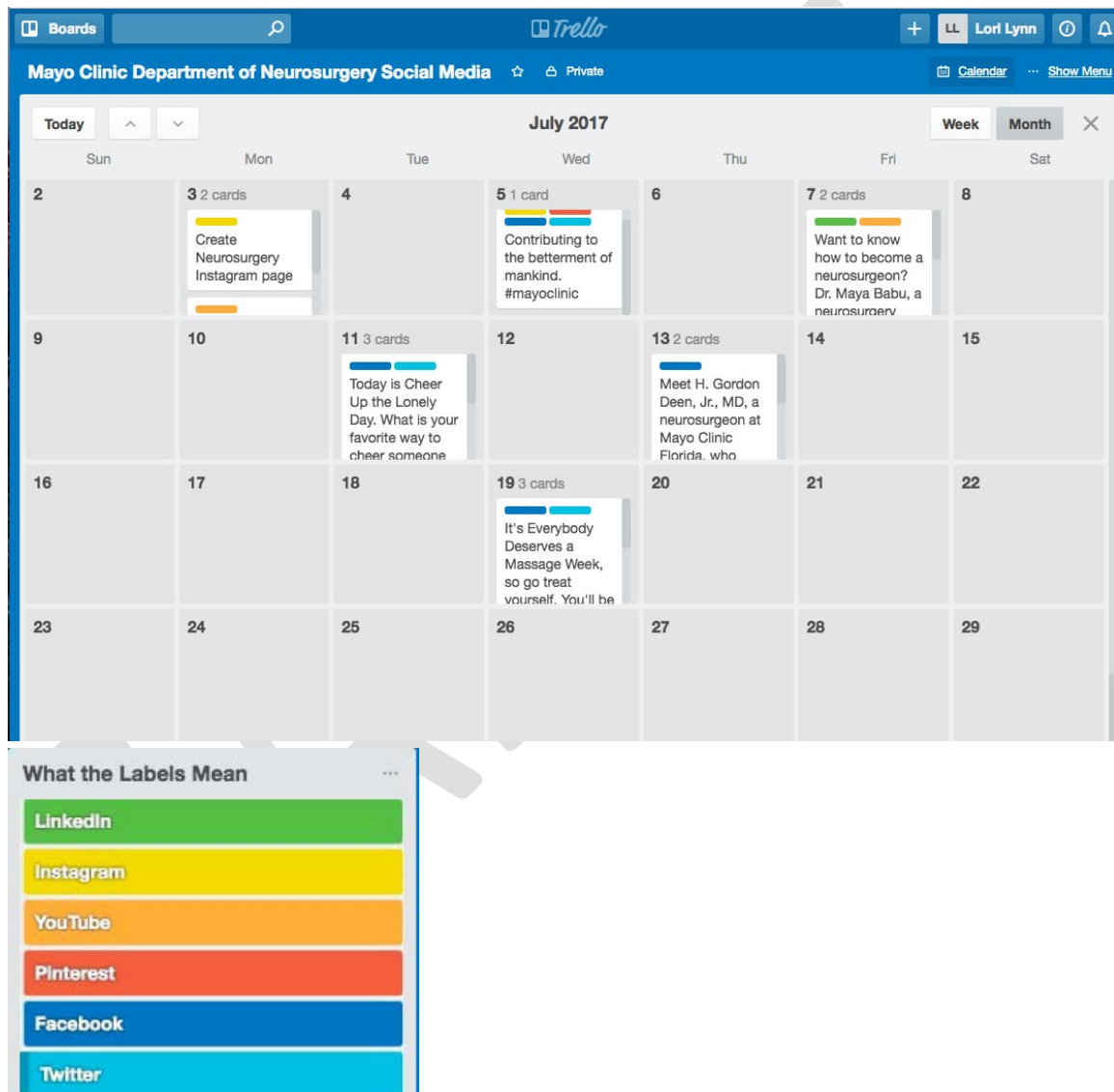
June 2017 (Add LinkedIn and Pinterest; continue with Facebook and Twitter)



Month 3 (July) will focus on content for Instagram and YouTube, while continuing to post content to Facebook, Twitter, LinkedIn and Pinterest. Content can be adjusted as time goes by and analytics are gathered to determine what connects with

our audience. Some material will do better on one platform more than others, so content can be adjusted accordingly. Highlighting some of our competitors' successes can also be beneficial.

July 2017 (Add Instagram and YouTube; continue with LinkedIn, Pinterest, Facebook and Twitter)



The screenshot displays a Trello calendar interface for the Mayo Clinic Department of Neurosurgery Social Media. The calendar is set for July 2017 and shows a grid of dates from Sunday to Saturday. Each date cell contains a number of cards and a preview of the card content. The cards are color-coded according to the social media platform they represent, as defined in the legend below the calendar.

Date	Day	Card Count	Card Content Preview
2	Sun	0	
3	Mon	2	Create Neurosurgery Instagram page
4	Tue	0	
5	Wed	1	Contributing to the betterment of mankind. #mayoclinic
6	Thu	0	
7	Fri	2	Want to know how to become a neurosurgeon? Dr. Maya Babu, a neurosurgeon
8	Sat	0	
9	Sun	0	
10	Mon	0	
11	Tue	3	Today is Cheer Up the Lonely Day. What is your favorite way to cheer someone
12	Wed	0	
13	Thu	2	Meet H. Gordon Deen, Jr., MD, a neurosurgeon at Mayo Clinic Florida. who
14	Fri	0	
15	Sat	0	
16	Sun	0	
17	Mon	0	
18	Tue	0	
19	Wed	3	It's Everybody Deserves a Massage Week, so go treat yourself. You'll be
20	Thu	0	
21	Fri	0	
22	Sat	0	
23	Sun	0	
24	Mon	0	
25	Tue	0	
26	Wed	0	
27	Thu	0	
28	Fri	0	
29	Sat	0	

What the Labels Mean

- LinkedIn
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Design Samples (although all platforms would be “Mayo Clinic Neurosurgery”)

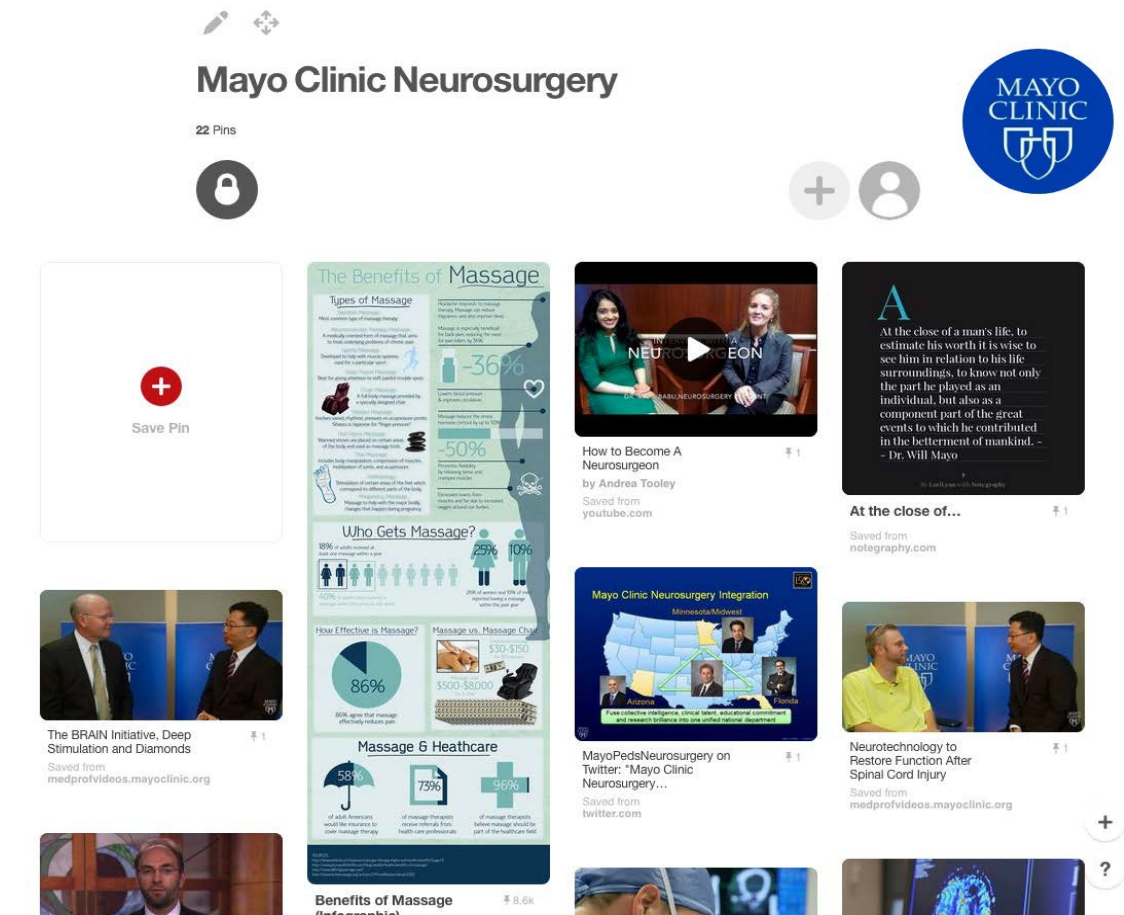
Facebook



Twitter



Pinterest



Conclusion

This digital communications plan focuses mainly on social media content because that is the area in which the Department of Neurosurgery would like to expand its presence. All media (traditional and social) at Mayo Clinic is channeled through the Mayo Clinic News Network, so the majority of patient stories and overall content will be pulled from these sites:

- newsnetwork.mayoclinic.org
- intheloop.mayoclinic.org
- sharing.mayoclinic.org
- youtube.com/mayoclinic
- connect.mayoclinic.org

However, as mentioned in the plan, neurosurgery content can get lost amidst the plethora of material disseminated via the main Mayo Clinic channels. Therefore, because there is currently an overall lack of social media platforms designated specifically for neurosurgery available to the public, Mayo Clinic's Department of Neurosurgery has an opportunity to seize the moment. There is ample material available to share, and people are looking for answers to their questions.

Engaging the audience is key, creativity is important, and storytelling is a necessity. A social media presence should be exciting, not boring. Use trending hashtags, ask questions in posts in order to foster two-way communication, and don't forget to keep a spreadsheet of vital information gleaned from user comments.

Social strategy needs to be fluid. Content needs to align with messaging and be appropriate for the channels being used. Keep refining ideas to meet goals, and don't be afraid of failure. Failure can often generate more information than being right. Rethink, revise, repost. The return on investment will be immense.