

Social Media Campaign

December 2021- March 2022

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Brand Summary & Social Analysis

Part One

Introduction

Waco Family Medicine consists of a federally qualified health center that provides care to low-income residents in McLennan and Bell Counties. The center includes 14 locations that provide medical, dental, behavioral health, and community health services, as well as a nationally ranked family medicine residency program that trains the next generation of primary care physicians in compassionate care.

WFM is currently seeking more communal awareness of medical services throughout the Central Texas area. More awareness of services provided by WFM will increase patient care, provide consistent information about medical services and programs, and encourage patients to seek out medical care through WFM.

As stated in our team brand memo, WFM's social media presence lacks structure and consistent flow of information about specific programs and medical advice regarding medical care. The purpose of this report is to address the inconsistent gaps of information provision, generate new ideas of how to better assess what information must be shared immediately, then recommend a timeline to share information on select social media platforms. Our discussions, research and recommendations conclude that this report will help:

Generate more interaction and social activity with WFM's target audiences through creative new media

Offer a new, timely structure of social media presence to consistently produce a variety of medical information

Inform WFM target audiences about provision of the many comprehensive medical services offered

Encourage Central Texans to avidly seek out medical care regardless of primary care provision status

Establish a clear understanding that WFM's brand is applicable to all medical needs regardless of federal aided medical care status

Increase the number of WFM patients by 5% in the next six months

Educate the central Texas area about the benefits of investing in community health programs that address health problems that are not typically discussed in medical care visits

History

Waco Family Medicine began in 1969 as McLennan County Medical Education and Research Foundation (MCMERF). The organization was born out of collaboration between local business, political, and medical leaders in McLennan County to address emerging issues related to medical care in the community (About Us, 2021). These included a shortage of doctors to provide care to everyone in the area, lack of primary care for the community's lowest income residents, and barriers to economic development in the city (About, 2021).

MCMERF began exclusively as an education training ground. Early on, the family medicine residency program trained just twelve residents at a time at a single clinic. Since then, the organization, now Waco Family Medicine, has grown into a Federally Qualified Health Center providing medical, dental, and behavioral health care to nearly 60,000 patients while training 36 residents across 14 clinic sites and in hospital rotations (About Us, 2021; About, 2021). The organization has also expanded to include programs and partnerships that innovatively tackle social and environmental barriers to health (About, 2021).

Mission & Vision

WFM's mission statement captures the dual focus of the organization: "Our mission is to increase access to high quality, comprehensive primary and preventative health care for the vulnerable of the Heart of Texas and to provide an excellent educational, training, and research environment in the medical, dental, and behavioral health fields" (Home, 2021).

Industry

The industry of WFM can be divided into two parts: clinical and educational.

Clinical: WFM is a Federally Qualified Health Center, which is a governmental designation with specific requirements for the clinic system. An FQHC is required to primarily cater to medically underserved populations; provide "comprehensive health services" including medical, dental, behavioral health, hospital, and transportation services; and allow patients to pay for services using an income-based fee scale. FQHCs also receive a greater reimbursement for patients who pay with Medicare and Medicaid than would be received by a commercial clinic system, which means a large portion of the patient population consists of patients utilizing state and federal health insurance (What is an FQHC?, n.d.). These FQHC requirements culminate in a clinical vision to make comprehensive health care accessible to the community's most underserved populations (About Us, 2021).

Educational: Because WFM trains family physicians, the second portion of the organization's vision is to provide education and produce research in the areas of service found at the clinic (Home, 2021). This is achieved through clinical training, in-classroom learning, and rounds at local hospitals, all of which creates opportunity for a well-rounded family medicine education (About, 2021).

Recent Performance

The organization rebranded from Family Health Center to Waco Family Medicine in an effort to consolidate multiple arms of the organization with disconnected brand identities (Aupperle, 2021).

WFM has served as a consistent voice in the COVID-19 pandemic since Spring 2020. Dr. Jackson Griggs, CEO, provided expertise during weekly City of Waco press conferences throughout the pandemic.

The organization confirmed an upcoming capital campaign to raise funds for a new \$51 million main site in a few years. The building would provide room for greater patient volume and allow the residency to train more physicians each year (Hoover, 2021).

The organization received a national award for its integration of behavioral health care into primary care services. This service allows patients to be seen by physicians and behavioral health staff in a single visit, decreasing the need for delayed care (Crum, 2020).

S.W.O.T. Analysis

Strengths

- 50-year history with strong brand name in community
- Residency with strong reputation
- Only FQHC in area, which means less competition for Medicaid/Medicare patients (largest audience segment)

Weaknesses

- Poor front-desk service has damaged brand reputation (Google, n.d.)
- Limited staff resources (time and skills)
- Limited nonprofit budget

Opportunities

- Increasing patient volume will provide more care to underserved patients while increasing the organization's revenue
- Improving social media presence for marketing efforts to increase patient numbers, community partnerships, and donors

Threats

- Failure to improve front-desk reputation can cancel out any strategic marketing efforts to advance brand reputation
- Local commercial health clinics and hospitals can also accept patients with Medicare/Medicaid

Social Media Audit

WHO	WHERE	WHAT	WHEN	WHY
COMPANY - Waco	Facebook	Facebook - Candid photos from events, stock images with text and infographics, videos, links. Consistent	Facebook - Posts are daily Monday - Friday, usually two or more posts per day.	
Family Medicine	Twitter	photos with text, along with some events, links and videos	Twitter - Tweets are sporadic, either once	$\begin{tabular}{ll} \textbf{Facebook} - Consumer interaction: many users who tag themselves at WFM's location. The page does have a 4.5/5 review, with 3,700 page location. The page does have a 4.5/5 review, with 3,700 page location. The page does have a 4.5/5 review, with 3,700 page location. The page does have a 4.5/5 review, with 3,700 page location. The page does have a 4.5/5 review, with 3,700 page location. The page does have a 4.5/5 review, with 3,700 page location. The page does have a 4.5/5 review, with 3,700 page location. The page does have a 4.5/5 review, with 3,700 page location. The page location is a 4.5/5 review, with 3,700 page location. The page location is a 4.5/5 review, with 3,700 page location is a 4.5/5 review. The page loc$
	Instagram	Twitter - Candid photos from events, stock photos and info graphics, videos and links. Consistent photos with	every week or once every two weeks. Instagram - Posts are made once every few	likes and 3,200 check-ins. Also a means for information dispersal Twitter - Consumer interaction: WFM is mentioned in others' tweets,
		text, along with one video and one link	days.	most often when advertising a job opening or in regards to a news article. Also a means for information dispersal.
		Instagram - candid event photos and announcement infographics. Dozens of 'likes' per photo, some		Instagram - Information dispersal and communal bonding through
		commenting.		candid photos. Commenters will reflect on enjoyment of events.
CONSUMER	Facebook	Facebook - Praising or criticizing clinic in general or	Facebook - Reviews are made once every	Facebook - Much interaction is positive support for the company or
	Twitter	specific staff, asking questions about services, posting about their bad experience or sharing exciting life experiences. Mostly positive 'reactions' [likes, hearts, etc.] Review of the organization is 4.5/5.	by outside groups and persons a few times	simple information gathering Twitter - The minimal interactions had seem to all be positive.
	Instagram		Twitter - Mentioned by other people once	Instagram - People respond positively and most often to event
		Twitter - Just no interaction, positive or negative. 15 followers.	every few months. Mentions have been made by news outlets and a person announing their	
		Instagram - dozens of likes and a handful of positive	acceptance of a job at WFC.	
		comments on candid photos. 868 followers.	Instagram - Comments are made every few posts.	
COMPETITOR - Ascension Providence	Facebook	Facebook - Candid photos, staff profiles, links to third pary articles, stock photos and infographics, videos.	Facebook - Posts are 1-2 per day, videos can be once a month or a handful a month.	Facebook - Consumer interaction: People comment to express thanks
Ascension Frontience	Twitter	Photos come with text Events and videos are occasional. Review of the organization is 4/5.	Twitter - Tweets are made once every few days. Asc, is mentioned by media outlets once	to staff for working during the pandemic. Some commented to express anger or satisfaction at vaccine mandate. Review of page is 4/5 with 7,800 likes and 42,200 check-ins. Also disperses
	Instagram	Twitter - Candid photos from events, staff portraits and profiles, links, stock photos and infographics. 639		information.
		followers.	Instagram - Posts are somewhat sporadic throughout the month.	Twitter -Consumer interaction: news outlets may discuss Asc., but generally no one is talking about or interacting
		Instagram - Candid photos, staff portraits, stock photos and infographics. 822 followers.		Instagram - A few likes per post, except heavy likes with staff profiles, and all positive comments on those staff photos.
COMPETITOR - Baylor	Facebook			Facebook - Information dispersal. Consumer interaction: Most
Scott & White - Waco	Twitter	to external sources and third party brand pages. Photos accompany text, videos, links. The hospital page itself has a 4.2/5 rating.	they're averaging about two posts per day. Twitter - Tweets and reTweetss are sporadic	commenting is in regards to COVID-19, either in support of BSW's promotional material. The hospital has a 4.2/5 rating with 3,183 likes and 60,900 check-ins
	*Will not include BSW's	Twitter -Third party links and ReTweets of the news	happening once or twice every few days.	Twitter - Consumer interaction: Some users mention 'Baylor Scott &
	Instagram, as there is no Instagram account for the Waco branch of this larger corporation*.	stories and the general BSW company Twitter - 188 followers [hard to find].		White Waco' in their Tweets, but they typically don't tag the BSW Waco Twitter, or even the general BSW Twitter.

Social Media Audit Summary

<u>Facebook:</u> Ascension Providence, Baylor Scott & White Waco, Waco Family Medicine have similar practices of posting stock photos, infographics, third party links, 'candid' and/or localized photos, and videos. Typically the candid photos of staff and patients perform best. Ascension Providence is unique in that it highlights specific doctors and nurses with staff portraits, which garner some of the page's most interactions. Posts, regardless of the format or organization, attract exponential attention when mentioning a hot-button issue such as the coronavirus pandemic. Waco Family Medicine is the highest rated company on Facebook of the three (Ascension Providence, Baylor Scott & White Waco, Waco Family Medicine), but only boasts a fraction of our competitors' "check-ins."

<u>Twitter:</u> Baylor Scott & White's Twitter account receives the most interaction. However, the Waco hospital branch of BSW receives zero interaction. Ascension and Waco Family Medicine both receive very little interaction on Twitter. Waco Family Medicine has the fewest followers, and also posts least frequently.

<u>Instagram:</u> Waco Family Medicine has 830 Instagram followers, with minimal interaction (a few dozen 'likes' per post, no comments). Posting is once every few days, so not as consistent as it could be. WFC has a 3.6/5 star rating on Glassdoor.com.

Current Market Theme



<u>Client:</u> Waco Family Medicine <u>Tagline</u>: Hearts as Big as Texas

Making Primary Care Accessible for McLennan and Bell counties

Based on the information provided from the Waco Family Medicine website, their primary goal is to offer all forms of primary care easily accessible for those who are uninsured, insured and on Medicare or Medicaid. They offer an array of services that vary from behavioral health to CT scans.

<u>Competing Brands/Companies:</u> Competing brands include other medical care facilities that cater to different types of insurance and the uninsured. Examples include:

- NextCare Urgent Care
- Premier ER & Urgent Care
- FastMed Urgent Care
- Express Emergency Room
- Baylor Scott & White Hillcrest Marketplace Clinic
- Ascension Providence

Demographic/Psychographic Variables

Customer Base	Product & Services	Target Demographic	Target Psychographic
 Reach: 60,000 The ethnic demographics of WFM's audience are as follows: 26% Black 30% White 40% Hispanic 	 Waco Family Medicine offers an array of services including Dental, Radiology, Check-ups, Pharmacy, and Behavioral Health. Vaccinations. 	 WFM is based in Waco, Texas. However, their target audience would span McLennan and Bell counties. Families who value quality medical care no matter insurance status. 	 In terms of psychographic targets, Waco Family Medicine caters to everyone in the Waco community to help them get the medical care they desire.

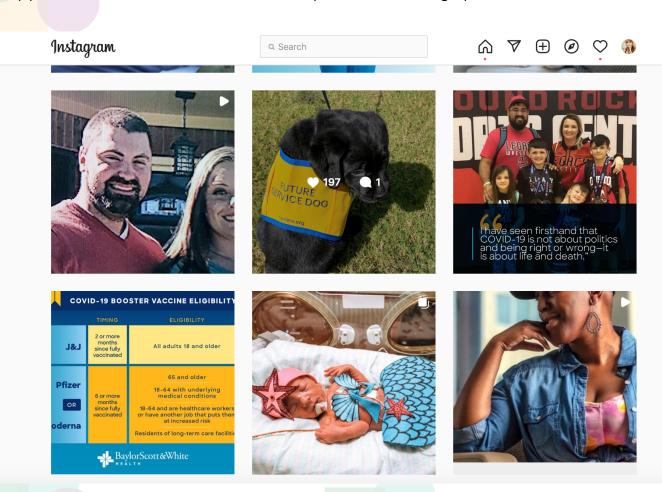
Competitor Marketing





Baylor Scott & White - Facebook

Baylor Scott & White has one of the strongest online presences of Waco Family Medicine's competitors. They prioritize content about patients, online tools (website, app, etc.), and timely public health information. Posts include photo, video, and graphics.



Baylor Scott & White - Instagram

Business Objectives

Based off the evidence of our social media audit and observations of WFM's social engagement, we have outlines three business goals that will help increase productivity and efficiency in their social media marketing efforts. The business goals highlight increases in interactions, brand awareness, number of patients, and a public understanding of WFM's comprehensive medical services.

Increase awareness of WFM's comprehensive medical services by 10% by May 1st, 2021

Increase the number of WFM patients by 5% in the next six months

Generate more interaction and social activity with WFM's target audiences through creative new media by 5 % on Facebook and Instagram by May 1st, 2021

Conclusion of Part One

While Waco Family Medicine has made strides in rebranding and expanding our influence and impact, to engage with the community in a digital age, we must focus more efforts on consistent and personal posting to social media sites, with special emphasis on Facebook over Twitter. Facebook is home to the highest amount of traffic and interaction to this industry, when comparing WFC to our local competitors. However, Twitter traffic might be improved as well with more consistent posting and adjustments similar to those made over Facebook.

WFC must strive to actively listen to customer concerns on business review websites as well as social media pages, so that customer service and brand image concerns may be directly addressed. A deliberate continuation of WFC's commitment to discussing the COVID-19 pandemic should bring steady traffic to related social media posts, based on trends observed.

Big Idea and Social Channels

Part Two

Audit and Consumer Research Analysis

A Rival IQ analysis of Waco Family Medicine, as compared to Baylor Scott & White and Ascension Providence, shows that as of Oct. 31, 2021, WFM's Facebook page saw 0.4% growth in audience. Rival IQ also shows that many more customers are connected on Facebook than on any other apps. Additionally, our competitors are most engaged with their audiences through Facebook, followed by YouTube.



Waco Family Medicine's largest customer base is women between the ages of 35 and 55, according to Rae Jefferson, WFC communications director. Customers tend to be mothers or family matriarchs. They tend to be English speakers, and are Texans living in the Central Texas/Waco region.

According to Statista, 2.9 billion people use Facebook as of Oct. 2021 (2021). A 2020 Statista chart notes that among America women, 72% use Facebook, 56% use Instagram, and only 36% use Twitter (2020). Regarding mothers, 79% of American moms in 2018 used Facebook, and 44% used Instagram. Only 25% used Twitter (2018). Comparing these statistics to WFM's customer base, Facebook and Instagram prove to be the most powerful and successful vessels for social media communication.

Some of the best engagement our competitors received on non-video content was with staff profiles of doctors and nurses. This garnered comparatively astronomical engagement in both reactions and comments. For example, an Oct. 8, 2021 post mentioning the achievement of a specific nurse at Ascension Providence received 22 comments, 138 positive reactions, and four shares (2021).

Whether positive or negative, people heavily engaged with COVID-19 pandemic content on all business' pages, especially as it related to timely events. One of our best performing videos involved a COVID-19 Q&A, in which questions were answered by a WFM doctor in real time. Compared to the few hundred views a video might get, this video from April 2020 received 2,500 views, with 23 comments and 53 positive reactions (2020).

One of Facebook's user features is the ability to tag oneself at a location when making a post, and users have done this in regards to WFM. One user named Tashita Bibles, who announced her new job within WFC as a board member, mentioned WFC in a post to her personal Facebook page. This post received 360 positive reactions and almost 100 comments (Bibles, 2021). Customers', partners' and staff members' personal posts tagging or mentioning Waco Family Medicine can draw the business significant attention.

In general, posts referencing local individuals and events performed better on all platforms than a majority of stock photos, and many infographics that did not reference COVID-19.

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Big Idea Proposal

A regular video series featuring expert advice on current public health topics.

WFM's biggest challenge through their current social media marketing is the lack of engagement. Since most of their posts have been still shots and pictures, increasing video production will fulfill the need for engagement. Our big idea is a series that will consist of two videos per week. The first, published Tuesday, will be a slideshow format featuring text, graphics, and background music providing brief facts related to a topic of concern to local public health. The final video, published Friday, will be a Facebook Live Q&A with a medical or public health professional from Waco Family Medicine. All videos will include a calls-to-action that direct viewers to make an appointment at WFM and share the video content with their followers. Weekly topics might include:

- COVID-19
- · Local flu outbreaks
- Chronic diseases disproportionately impacting the local community
- Affordable and healthy food options
- Links between mental and physical health

Why this Big Idea?

Since the start of the COVID-19 pandemic in 2020, Waco Family Medicine has become a source for health information in populations beyond WFM patients. CEO Dr. Jackson Griggs was featured nearly every week during the city's COVID-19 pandemic.

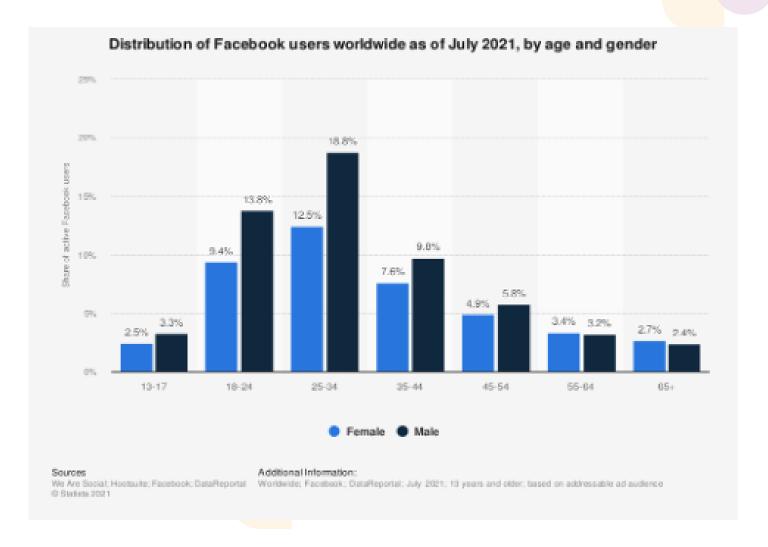
The highest performing social content has been video content, especially those focused on timely public health info and Facebook Lives featuring Q&As with doctors.

Reaching social audiences with specialized information can position WFM as a trusted health brand in McLennan County. This can strengthen bonds with existing patients, build relationships with potential patients, and build brand trust with potential donors.

Social Media Channels By Target

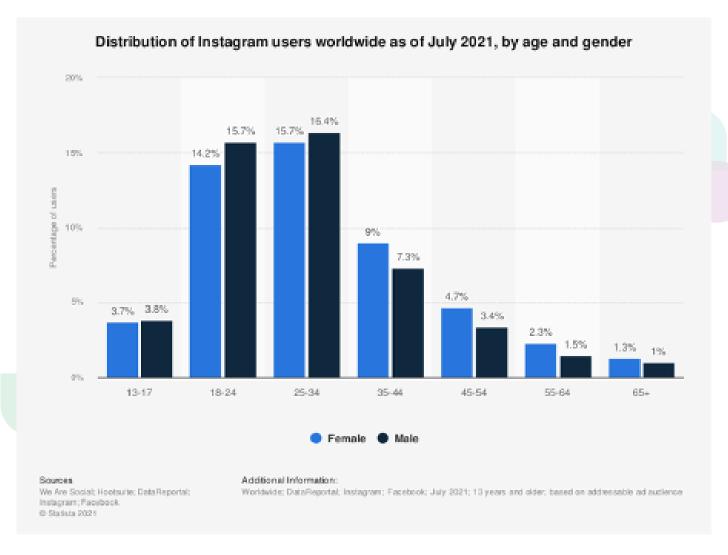
Now that we have established the big idea for Waco Family Medicine, we must confirm the appropriate social media channels to reach our target audience. Based on who Waco Family Medicine caters to, their primary social media focus should be Facebook and Instagram. With these different social media platforms, Waco Family Medicine can post engaging content related and unrelated to Covid, Vaccine rollouts, Flu shots, and more.

Facebook



Facebook will be one of the essential methods of communication for Waco Family Medicine because of the Facebook Live feature, which will allow patients to ask questions or gather information about the health services provided and more. Based on Facebook's target audience as of July 2021 is "19.3% were male users between 25 and 34 years old, and 13.1% were female users in the same age range. While Facebook users can be found at all ages, 72.8% are within the 18–44 years old range." By appealing to a social media demographic that deals with such vast ages ranging from 13 – 64.

Instagram

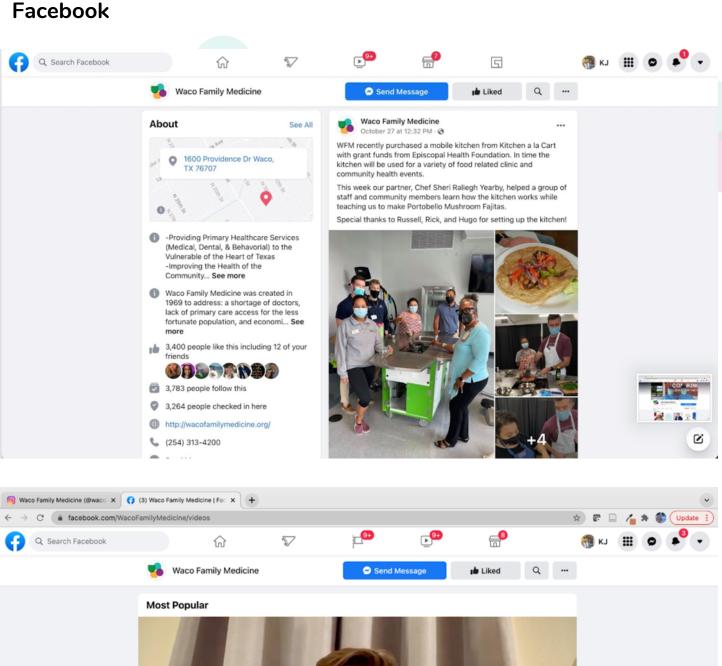


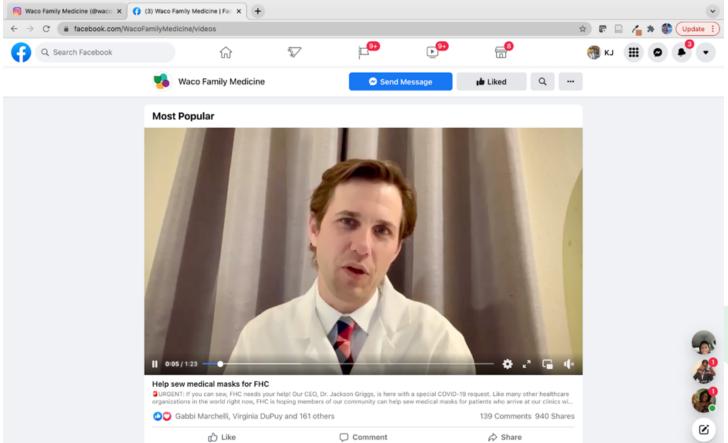
Utilizing the social media platform Instagram, this outlet is geared more towards a younger generation. While Waco Family medicine offers services to people of all ages, Instagram is still one of the most used social media platforms and, in some ways, becoming a news outlet for those who follow sources on the platform.

Based on Instagram's target audience, which ranges between the ages of 15 – 34, it can also prove to be beneficial when posting information based on statistics, vaccine information, and more. "As of July 2021, it was found that 15.7 percent of global active Instagram users were women between the ages of 25 and 34 years. More than half of the global Instagram population worldwide is aged 34 years or younger."

While there are many other forms of social media out there, our teams recommend focusing on growing the following on Facebook and Instagram rather than focusing on all social media. We say this because while having many social media platforms in many ways is smart of different companies, in the case of Waco Family medicine, having the ability to follow a content calendar and grow their following could better transfer into different social media platforms in the future.

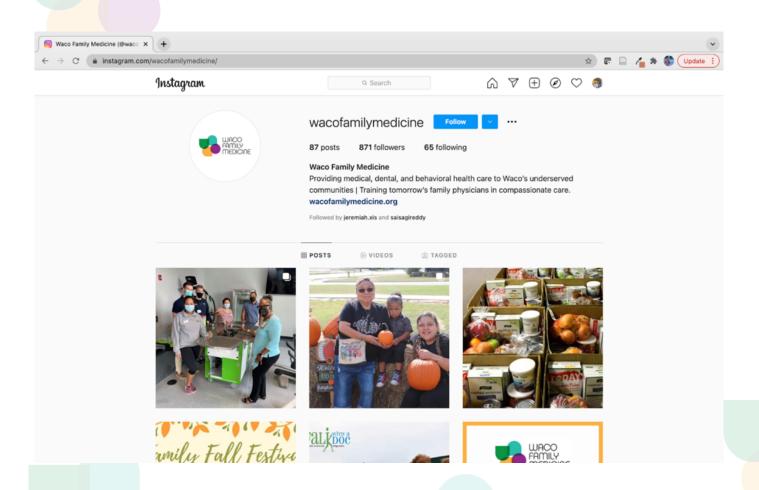
Current Social Media Analysis

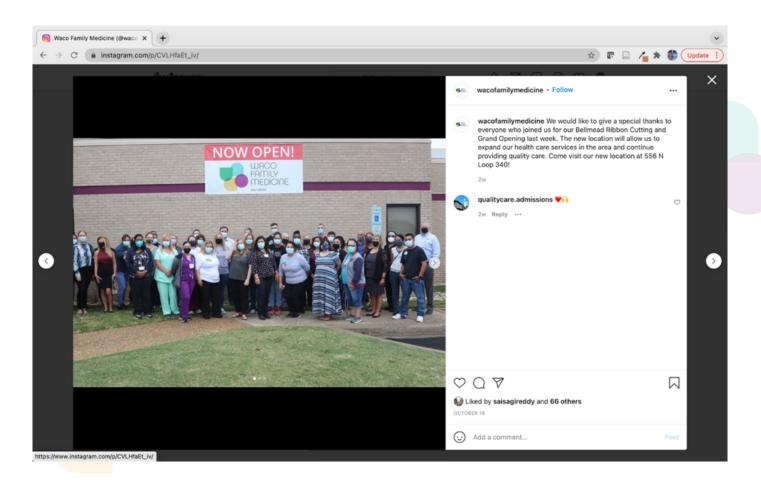




Facebook continues to be one of the most popular social media sites healthcare companies use for brand productivity. Facebook is currently WFM's largest social platform, so that channel will continue to be utilized. Since the goal is to incorporate more multimedia messaging on Facebook, one aspect we must focus on is making posts less copy heavy and include everything we want to say in the videos. One particular video posted, which featured helping sewing masks for the Family Health Center, received over 44,000 views, 161 interactions, and 139 comments, making it their most popular post. We can increase video types like this one, which features a doctor giving tips and information about how to provide masks for the FHC.

Instagram



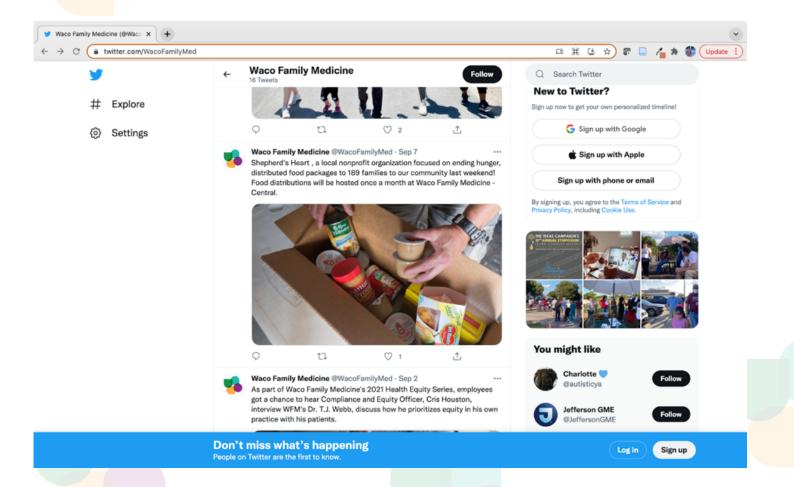


WFM's Instagram page is another social media channel that a good chunk of their audience entertains. The Instagram page has 871 followers. Instagram reflects a platform that emphasizes media sharing at its roots (picture, audio, and video media.)

Our big idea emphasizes the use of more multimedia posts and creation of more video/audio production to increase interactions with WFM's target audiences. Instagram can increase communications greatly with its function to share media. This means that there must be an increase in posts with multimedia, and that production must match the level of their biggest social media platform, Facebook.

Twitter





WFM's Twitter presence is nearly non-existent. Currently, WFM has only posted 16 times in the span of two years it's been on Twitter, which is only one more than their follower account. Posts have been infrequent. Over the past four months, WFM has only posted four to five times, each at the beginning and end of the month. Before their first post in July of this year, they had not posted since August of 2019, when the account was first created. WFM's demographic is almost nonexistent on Twitter as well because of the lack of followers and reactions. We think it would be best to shut down WFM's Twitter account and redirect focus into other social media channels.

WFM's Brand Clarification

Increasing multimedia on the platforms of Facebook and Instagram will help increase brand awareness and understanding. In one study, 57% of consumers said that a hospital's social media presence would strongly influence their choice regarding where to go for services. A strong social media presence was also interpreted by 81% of consumers as being an indication that a hospital offers cutting-edge technologies (Ventola, 2014). Increased social media will encourage people to utilize and think highly of WFM's services but must be done in a way that clarifies brand misperception. Part of WFM's problem is that some publics will not seek out services because of brand misperception. WFM is a medical facility that provides care for all audiences, not just families. Increasing social media presence using multimedia will help define who WFM is, clearing up misperception about their brand.

Integration into New Social Effort

The Story

Storytelling will be essential to sharing compelling public health information. The subject of most of these stories will be the viewer. Health information will be more readily accepted if the viewer can envision themself in the middle of the public health issue.

Here's an example of how storytelling will be built into our Big Idea. Each public health topic will be treated as a separate story. This is an example narrative for a video about COVID-19 safety during the holidays:

Act 1 / Introduction: Gathering is an important part of the holiday season, and gathering is good for our wellbeing.

Act 2 / Rising Action: Although we are adjusting to life with COVID-19, it is still a serious threat to members in our community.

Act 3 / Climax: Healthy precautions should be taken if gathering for the holidays. WFM offers COVID-19 testing, vaccines, and booster shots to help minimize risks to those who want to gather for the holidays.

Act 4 / Falling Action: Other precautions can also be taken in cases where group members are especially vulnerable to COVID. This can include masking, social distancing, and gathering virtually.

Act 5 / Resolution: Making healthy COVID decisions can help us have the happiest—and healthiest—of holidays.

Stills for Video



New social efforts will include branding consistent with existing brand guidelines including logo and brand colors. The following images feature early stills from a video about COVID-19 safety during the holidays. Graphics highlight people, emphasizing the relatable nature of the topic at hand. All elements reflect the WFM style guide (fonts, logo usage, colors).

Conclusion of Part Two

We recommend that Waco Family Medicine dedicate further action towards establishing a strong social media presence, particularly on Facebook, but also with attention to Instagram. These two websites best reach WFM's target demographic. Audiences respond best to original, timely content, particularly involving video. Interactive live streams regarding emerging and topical public health concerns receive significant attention, and more sharing and interaction. Encouraging user participation in discussions draws attention and promotes engagement. More frequent and consistent posts that align with WFM's services and massage may help clearly define WFM as a brand to the desired user base.

Social Media Plan

Part Three





Beyond Marketing Plans

Cross Departmental Social Media Team

Waco Family Medicine [WFM] should organize an integrated social media team that consists of one selected employee from each department and its services, OR rather from each clinic location, depending on company preference. These employees will be responsible, alongside existing duties, to operate that department or clinic's Facebook page under the title of 'social media manager.'

Employees will be compensated for any overtime work incurred as a result of this undertaking. Positions should be voluntary, and may be incentivized by the company.

<u>Option 1</u>: By department: Prenatal Care. Women's Health Children's Health [Well child checkups & immunizations], Surgery, Chronic Care Management, Adult Dental [includes most dental services and prenatal], Pediatric dental, Counseling, Pharmacy, Financial Assistance, Lab & Radiology

<u>Option 2:</u> By clinic location: Services should be clearly listed for each clinic page, and VERY CLEAR pictures of the locations should be set as profile imagery on the associated Facebook pages.

All departments' social media heads must meet as a collective once a month, in order to share ideas and experiences, and go over any policy and procedure questions.

Department social media managers are encouraged to come up with ideas for events, newsletters, etc. Dedicated WFM Communications staff will oversee and produce any event and newsletter publications, however. Facebook pages should post their own promotional content, at minimum **two posts per week**, all of which must be reviewed by the WFM Communications team in Hootsuite for approval. If a social media manager does not feel equipped to make a particular post, they are always free to contact the Communications team for assistance. Videos are heavily encouraged, including Q&A Facebook lives, but video ideas should be pitched to the Communications team before being posted.

According to Hootsuite, the best times of day to post to Facebook are between 8 a.m. to 12 p.m., and the best time of day to post to Instagram is 11 a.m. (2021).

Rewarding Fans and Brand Evangelists

WFM should host events with free giveaways, all of which can be held over Facebook or Instagram; especially pertaining to products for children and expectant mothers. Parents can be encouraged to participate in a short online survey through a third-party website, and then collect a free gift card to a restaurant or grocery store. Other prizes can include child healthcare products like diapers, children's toothbrushes, vitamins, toiletries, etc.

As WFM seeks to engage through more video content such as Q&A sessions, WFM should remind our community that we seek their inquiries and responses because their needs and opinions matter to us, and will have significant effects on our policies and services. Using language that reminds our target audience of their importance is crucial.

Facebook users should be encouraged to geotag themselves at WFM using a photo and description of their positive experience. In response we may reach out to them and offer a free gift card. This giveaway can be limited to a specific time frame (i.e., one month per season or year; based on holidays, etc.), mindful of budget constraints.

Each month WFM may encourage people to submit stories for national awareness months for different diseases - I.e., breast cancer awareness month. WFM may use a story to educate and encourage others, through promotional materials on all our social channels. We should remind people that they can be a crucial part of our company's mission to "improve the wellness of the underserved and vulnerable residents of the Heart of Texas."

We may partner with local school districts to highlight high school athletes as local role models, who can reach children and promote healthy lifestyle practices, receiving volunteer credit hours in exchange. This would be conducted with WFM communications through video format, can be used on social media as cross promotion with the school districts and their athletic programs.

Crisis Communication Plan

In the event of a social media crisis involving Waco Family Medicine accounts, several guidelines can help minimize damage and maximize control of narrative. At every step, the public should be treated with respect and an honest effort should be made to listen to frustrations and criticism (Quesenberry, 2021).

Before a Crisis

- a. Monitor potential sources of crisis (Quesenberry, 2021). These can include:
- i. Recently fired or disgruntled employees.
- ii. Social account hacks.
- iii. Negative responses to recently shared social content.
- iv. False information and rumors.
- v. Unpredictable moments in live streams.
- vi. Boycotts led by community leaders and advocates.

At The First Sign of A Crisis

- a. Begin the crisis assessment and response process quickly (Quesenberry, 2021).
- b. Identify whether the interaction constitutes a crisis. One negative comment is not, but multiple negative comments about the same subject might be (Newberry & Dawley, 2021).
- c. Pause scheduled content to maintain a consistent, focused tone during a crisis. Regularly scheduled content, presumably more casual in nature, can read as tone deaf during crisis (Newberry & Dawley, 2021).
- d. Alert communications personnel and relevant organizational leadership of threat.
- e. Remind all employees of existing privacy and social media policies. These include information about employee conduct on social media platforms from organizational and private accounts.

Responding to a Crisis

- a. Do not engage with negative interactions.
- b. Do not delete negative engagement unless it utilizes threats, slurs, or language that is harmful to other users or employees. Capture and save these negative interactions using screenshots or other recording methods for later reference, if needed.
- c. Do not engage with comments that are political in nature.
- d. Form a response, if necessary.
- i. Publish a statement that is simple, clear, and easily understood by the audience. Do not focus on design or additional elements that might distract from crisis resolution.
- ii. Respond via blogs to establish a complete narrative around the situation (Quesenberry, 2021).

After a Crisis

- a. Rebuild a positive reputation using press releases and social media content (Quesenberry, 2021).
- b. Review crisis, response, and outcome. Revise future crisis planning accordingly.

Buyer Persona



BUYER PERSONA



Demographic/Trends **Current/Main Goals Key Traits/Hobbies** Meet 42 year old Emily Compromising • Be an impactful person in Sanchez. Emily is a fifth grade **Patient** the lives of children, from elementary school teacher at **Proactive** her own to the classroom Hillcrest Professional Provide the best care for **Protective Development School, making** their children in work and about 50K a year. Jamie is **Trustworthy** married and is a mother of two home life Genuine children, an 11-year-old and a · Gather great resources that **Selflessness** 9-year-old. Emily currently other friends and family can Intelligent resides in the suburbs of use for their households Investigative Waco, TX. Increasing WFM's presence in In order to keep up with other the demographic they teachers, news, and health **Teaching** currently have will increase issues, Emily turns to her Gardening their brand throughout the phone as one main source for Cooking news information. She keeps Central Texas area, since our **Painting** up using social media. Emily is demographics is connected to Exercising active on Facebook, and enjoys many communities, both Running posting many pictures about online and offline. This instills Social Media work, home life, and knowledge and trust in our gardening, her favorite hobby **Photography** services, which will increase outside of teaching. patient income.

Social Media Mock-Ups

Facebook

Since Facebook is WFM's largest platform, we can further Waco Family Medicine brand. One of the biggest challenges addressed was to reach other populations that do not know that healthcare services provided are for everyone. The first Facebook post highlights WFM's mission to provide healthcare for every person in the McLennan and Bell counties. The three largest points of WFM's brand is that 1. They provide healthcare to everyone, regardless of their healthcare status, 2. They look to serve most of the greater Waco area with the same level of healthcare expected from private healthcare hospitals in Waco, and 3. Show current patients and those looking to use their services that comprehensive healthcare is the number one priority of WFM staff. Facebook will be the source of original and more detailed content, but some posts will be duplicate with Instagram. Duplication of posts will be more of the interactive videos since videos generate more views.



Instagram

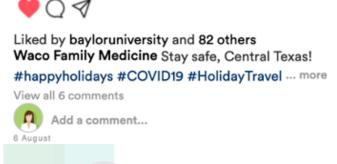
Since efforts from the Twitter page will be integrated into growing a presence on Instagram, we can begin to utilize the platform to develop uniformed social media campaign messages about healthcare. For example, the two Instagram posts relate WFM to the holiday seasons and how people can protect themselves from Covid-19. The first post highlights simple ways people can protect themselves and their families against the Covid-19 pandemic. On WFM's Instagram, there aren't any seasonal posts that reemphasize the importance of WFM healthcare and presence in the community. The two posts we have will reconnect their following back to the WFM brand. WFM could also look to purchasing a sponsored spot to promote the first social media posts on other Central Texans Instagram homepage. The simplicity of the infographic, as well as the relevance and colorfulness will attract viewers to WFM's page.





Waco Family Medicine · Following





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Social Media Content Calendar

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
FACEBOOK - WFM	Pre-scheduled educational or event reminder post for afternoon/evening Enable automated	Educational promo graphic between 8 a.m. and 10 a.m.	Event promotion between 8 a.m. and 9 a.m.	Candid staff or volunteer photo with story posted between 10 a.m and 12 p.m.	lasting 15 minutes	Educational promo graphic between 8 a.m. and 9 a.m. Event promo at 4 p.m. Before clocking out for the	Enable
	responses to messages	Call to action for submitting Q&A questions at 4 p.m.	3 (review Q&A questions with WFM staffer of video focus]	minimum, starting at 11 a.m.	day, schedule posts for Saturday, Sunday and Monday morning	automated responses to messages
FACEBOOK - BY DEPARTMENT OR LOCATION	Enable automated responses to messages	Educational promo graphic between 8 a.m. and 10 a.m.		Candid staff or volunteer photo with story posted between 8 a.m and 10 a.m.	Event promotion between 8 a.m. and 9 a.m.		Enable automated responses to messages
INSTAGRAM - WFM	Enable automated responses to messages	Educational promo graphic between 11 a.m. and 12 p.m.	Event promotion at 12 p.m.	Candid staff or volunteer photo with story posted between 11 a.m. and 12 p.m.	Event promotion between 8 a.m. and 9 a.m.	Educational promotional graphic at 12 p.m. Pre-plan morning posts for Monday	Enable automated responses to messages
INSTAGRAM - BY DEPARTMENT OR LOCATION	Enable automated responses to messages	Educational promo graphic between 11 a.m. and 12 p.m.		Candid staff or volunteer photo with story posted between 1 p.m. and 2 p.m.		Pre-plan morning posts for Monday	Enable automated responses to messages

This calendar describes an example week for both WFM communications staff and designated social media managers from either individual departments or WFM clinic locations. Departmental/clinical staff running offshoot (e.g., WFM Pediatrics) accounts are not required to post as regularly as dedicated communications staff. Employees are not required to actively post or respond to comments/messages on weekends. Rather, automated responses and scheduled posts should be prepared for weekends during the work week.

KPI Chart

Social Media Channel	Objective #1 Increase awareness by 25%	Objective #2 Increase engagement by 15%	Objective #3 Improve community outreach by 30%
Facebook	Followers	Reactions (Likes, etc.)	Followers
Instagram	Followers	Likes	Followers

Waco Family Medicine should focus on measurable goals for Facebook and Instagram, particularly in regards to community outreach. Obtaining and retaining followers is key.

Social Media Budget Plan

Waco Family Medicine has the benefit of employing full-time communications staff. This means lower communications budgets on a monthly basis, as staff salaries are organizational expenses, and not project-based costs. The greatest expenses are related to content creation.

Budget Category	Outcome Expenses	Category Total	% of Budget
Content Creation	(# pieces content x \$/piece/project)	\$2,200	58.4%
Writing	(4 blogs x \$100)	\$400	10.6%
Graphics	(12 graphics x \$50)	\$600	15.6%
Video	(8 videos x \$150)	\$1,200	31.9%
Social Advertising	(\$ per day x days per month)	\$800	21.2%
Facebook	(\$20/day x 20 days)	\$400	10.6%
Instagram	(\$20/day x 20 days)	\$400	10.6%
Social Engagement	(\$ per hour x days per month)	\$720	19.1%
Facebook	(\$30/hr x 12 days)	\$360	9.55%
Instagram	(\$30/hr x 12 days)	\$360	9.55%
Software Tools	(\$/mo)	\$47.98	1.3%
Canva Pro	\$12.99	\$12.99	0.3%
Adobe CC	\$34.99	\$34.99	1%
MONTH	Y TOTAL	\$3,767.98	100%

Conclusion of Social Media Campaign

Waco Family Medicine is encouraged to capitalize on existing connections with the community and direct special attention and care to those places where the target market is most present and active: Instagram and Facebook. Regularly scheduled posts tailored towards time of year/month and relevant social topics are key, with personal and direct narratives serving as the vessel of communication. With a push towards rewarding brand evangelists and utilizing consistent video content, more Central Texans can be reached than ever before.

Call to Action

Whether you're one patient or bringing the whole family for care, we want you as a part of our family at Waco Family Medicine. Visit wacofamilymedicine.org to learn about our many services and schedule an appointment.

We'll see you at check-in!

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