How to Develop a Strategic Marketing Plan

Linda Kirkman, Principal
QHR Consulting Strategy Practice

Key Areas of the Big "M" Marketing Functional Role

Growth:

- Product development, market research; service line management

Brand:

- Creating a clear point of difference from the competition

Stakeholder Engagement:

- Contributing to solutions to satisfaction and experience issues

Community Medical Center

STRATEGIC MARKETING PLAN 2015

Executive Summary

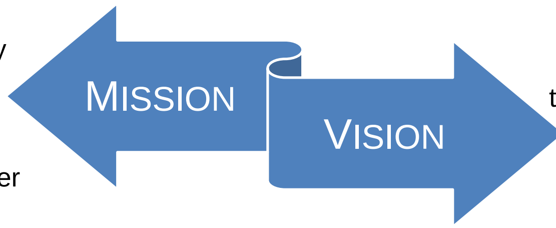
The objective for this marketing plan is to increase the proportion of patients/users by winning non-patients/users; solidifying loyalty in multiple segments in the Primary Service Area (PSA) and expanding the number of potential patients/customers through geographic and underdeveloped segments.

- Quarterly Updates with detailed activities for the upcoming quarter will be presented to the Strategic Planning Committee of the Board of Directors.
- The Plan will build off the Strategic Plan focusing on these key service lines:
  - Children's Hospital
  - Orthopedics
  - General Surgery
  - Cardiology
- Time sensitive issues for 2015 will place strong emphasis on the following service lines:
  - Children's Hospital Opening July 2015
  - Orthopedics Robotics as there is an exclusive through September 2015

Communication at community events, social media, business and industry, physician activity will be focused around key messages or each service line.

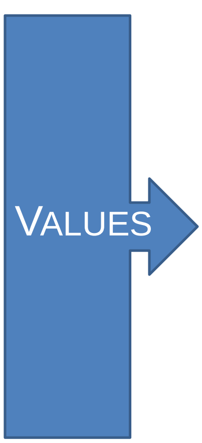
Mission, Vision and Values

Our mission is to provide the highest quality health care to our community by bringing excellence, value and service together to promote, improve and restore health.



We envision a health system in which all providers work together to make excellent, patient-centered health services available in our community.

Mission, Vision and Values (Continued)



Quality of Care
Provide high quality health care by staying current with the latest technology, recruiting highly qualified physicians, hiring the best staff, and helping members of the community meet their health care needs

Patient Experience
Exceed the expectations of our patients through the provision of warm, welcoming and personalized care in a safe environment by compassionate, knowledgeable, and experienced physicians and staff

Community Collaboration
Collaborate with patients, health care providers, and community leaders to provide excellent health care

Mutual Respect and Appreciation
Provide an environment that fosters mutual respect and appreciation of all physicians, staff, and community

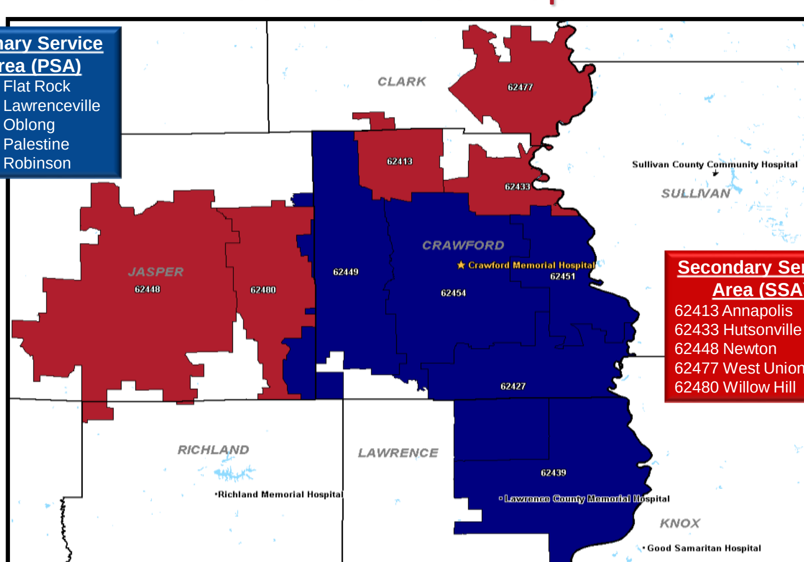
Financial Stewardship
Maintain a healthy financial condition by controlling costs and increasing market share while anticipating changes in managed care reimbursements and health care reform

Market Trends

- Intense competition – competitors adopting growth strategies, both overall and in given service lines
- Growing population in region, results in more need for care across the continuum
- Competitive presence in primary service area requires focused marketing and differentiation
- Consumerism, regarding quality and price transparency, is increasing in the market

Service Area Map

Primary Service Area (PSA)
62427 Flat Rock
62439 Lawrenceville
62449 Oblong
62451 Palestine
62454 Robinson



Secondary Service Area (SSA)
62413 Annapolis
62433 Hutsonville
62448 Newton
62477 West Union
62480 Willow Hill

Source: Truven Health Analytics

Population is Stagnant with only Ages 65+ Projected to Grow

		Primary Service Area	Secondary Service Area	Illinois	USA
Total Population	2014	25,219	9,010	12,894,331	314,861,807
	2019	24,601	8,751	12,970,164	325,322,193
	Proj % Change	(2.5%)	(2.9%)	0.6%	3.3%
Female Age 15-44 Population (Obstetrics)	% Proj. Change	(2.9%)	(0.9%)	(1.8%)	(0.1%)
	% of Total Pop	*16.4%*	*16.8%*	*20.1%*	*19.8%*
Age 65+ Population (Medicare)	% Proj. Change	8.5%	9.4%	15.1%	16.3%
	% of Total Pop	*19.1%*	*18.6%*	*13.7%*	*14.2%*
Age 18-64 Population (Adult)	% Proj. Change	(4.7%)	(5.5%)	(1.3%)	0.9%
	% of Total Pop	*60.9%*	*59.7%*	*62.7%*	*62.3%*
Age <18 Population (Pediatrics)	% Proj. Change	(6.0%)	(6.1%)	(2.7%)	2.0%
	% of Total Pop	*20.1%*	*21.7%*	*23.6%*	*23.7%*
Median Age	2014	42.6	43.2	38.0	37.7
Median HH Income	2014	$44,882	$51,101	$56,990	$51,423

Source: Truven Health Analytics

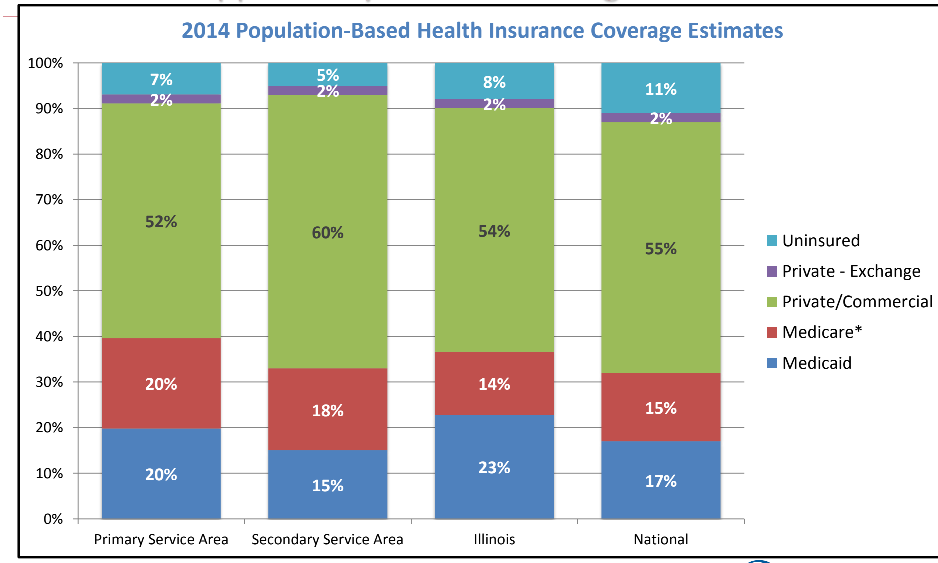
Key Employers

County Key Employer Summary

Company Name	Product/Service	Employees
Marathon Petroleum	Refinery	700+
Hershey Chocolate USA	Candy	700
Community Schools/College	Education	600
Crawford Memorial Hospital	Healthcare	375
Robinson Correctional Center	Corrections	300
Dana Corporation	Gaskets	220
E.H. Baare	Wire	120
SENCO	Labor	112
Data Max / Pioneer	Labels	95
Tempco Products	Alum/Vinyl/Doors-Windows	65
Fair-Rite Product	Electronic Shields	45
Lincolnland Argi-Energy	Ethanol	33
Illiana Cores	Cardboard Cores	17
Illini Quik Pak	Frozen Foods	15

Source: http://research.stlouisfed.org/fred2

Service Area Commercially-Insured Residents Provide Opportunity for New Pricing Platforms



Source: Truven Health Analytics
* Includes Medicare Dual Eligible

QHR | Learning Institute

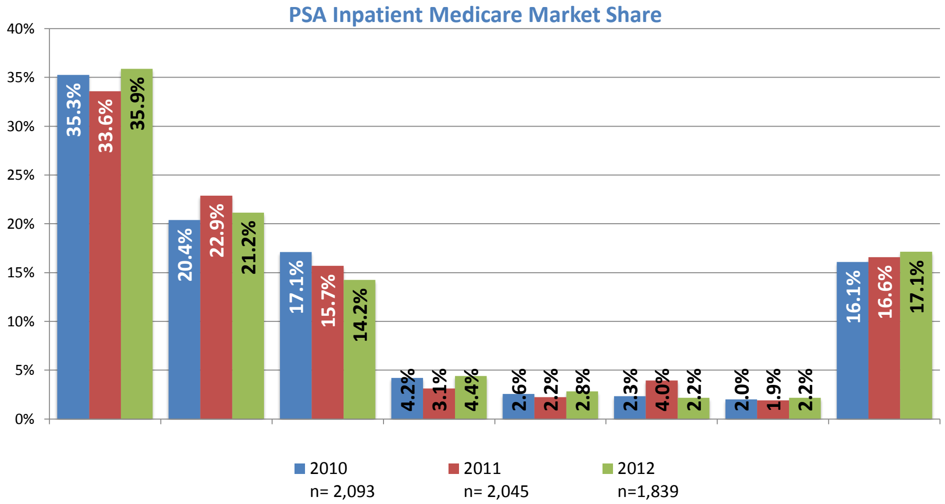
Situation Analysis

Community Hospital has a gradual declining overall inpatient market share in the primary service area, while Competitor 1 and Competitor 2 have gained in overall market share

- Community Hospital has also lost market share to various competitors in several key service lines
- Community Hospital has expanded it’s OR and rehabilitation capacity giving opportunity for expansion in general surgery, orthopedics and cardiology services
- Community Hospital will open a Children’s Hospital summer of 2015

QHR | Learning Institute

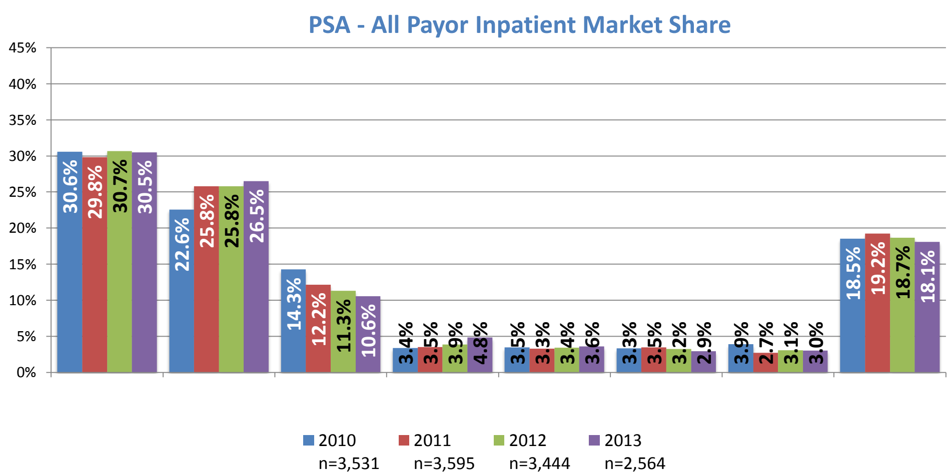
Competitor 1 is Gaining Market Share in a Market with Declining Inpatient Admissions



Source: Truven Health Analytics

QHR | Learning Institute

CMH Continues to Capture Market Share from Competitor 2 in an Overall Declining Market



Source:
*Excludes Normal Newborns

QHR | Learning Institute

SWOT For Community Hospital

Strengths

- Strong outpatient services
- Quality of patient care (docs and staff)
- Facility
- Primary care expansion
- Family/Team atmosphere
- Magnolia Center

Weaknesses

- Lack of awareness for specialists
- Billing system issues
- Emergency Room service inconsistent
- Lack of weekend and afterhours care
- Wait time in clinics
- EMRS don't talk to each other

Opportunities

- Provide "WOW" every time
- Marketing – "tell the story"
- Access to care
- Increased employer relationship
- IL Rural CCO
- Clinical Partnerships
- Billing process

Threats

- High deductible plans
- CAH rule changes
- Increased number of transfers
- Continued increased competition
- Outmigration due to lack of awareness
- Competition recruitment

SWOT For Competitor 1

Strengths

Weaknesses

Opportunities

Threats

SWOT For Competitor 2

Strengths	**Weaknesses**
Opportunities	**Threats**

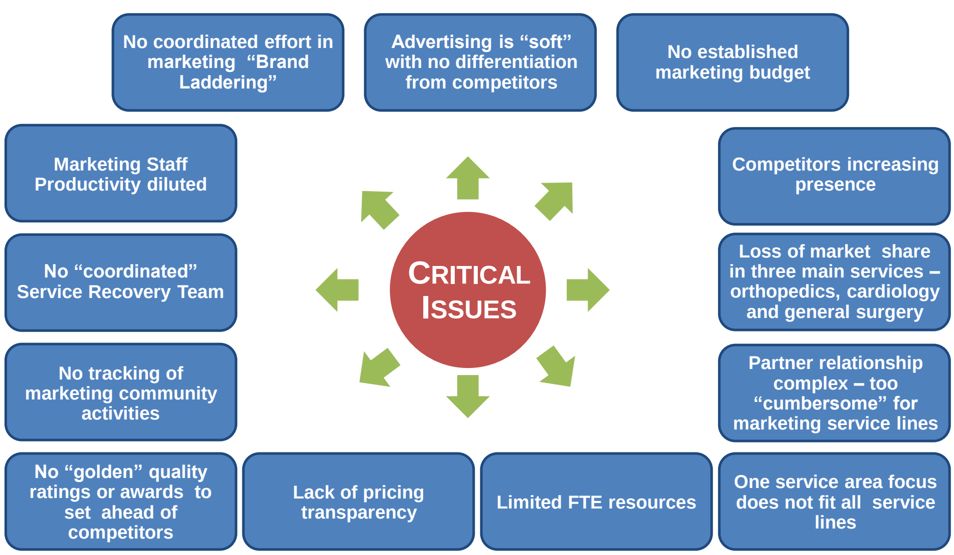
Now We Have The Baseline Data – Let's Start To Build The Plan

Recommendations to Keep in Mind in Building a Strategic Marketing Plan

1. Move beyond "spray and pray" mass marketing to very targeted, segmented, multi-media efforts with coordinated, integrated campaigns.
2. Move marketing efforts to growth focus including establishment of teams to drive service line efforts; implement program charters/dashboards and core metrics with monthly/quarterly reviews.
3. Establish a marketing strategy, budget plan that involves key stakeholders them actively manage as a strategic imperative; elevate marketing into a strategic function vs. marketing / communications job shop. Prioritize and allocate resources to strategic goals – balance the portfolio.
4. Implement a robust reputation management, engagement program (social media/review) and tie it to your service recovery program; utilize key closed-loop metrics from the program to improve; leverage the program with physicians.
5. Implement a CRM solution and use Big Consumer Data for growth marketing and customer intimacy, prospect targeting, segmentation and tracking – become more market oriented in approach.

19

What are the Critical Issues to Keep in Mind



20

Executive Summary – Orthopedics Service Line

Market Summary (FY 2010-12)

- Significant growth projected in both inpatient and outpatient setting
- Competitor 2 opening expansive joint program – competition increasing
- Focused target map reveals nearby zip codes with high opportunity for Community Hospital to gain market share

Big 5 Recommendations

1. Focus on quality awards & registries
2. Initiate CRM-based campaigns with segmentation
3. Align resources to support integrated marketing focus
4. Manage service line as a business
5. Initiate broad outreach programs

Financial Summary (FY 2013)

Inpatient	FY2013 (Target Area)
Volume	963
Net Revenue	$39.8 M

Outpatient	FY2013 (Target Area)
Volume	Data unavailable
Net Revenue	Data unavailable

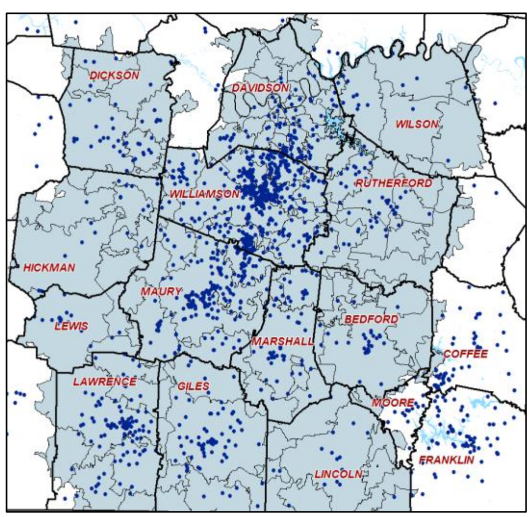
Major Themes

- Need to develop and articulate sustainable differentiation
- Regional service leadership and head to head competition
- More marketing investment will be needed
- Competitive threat is increasing
- Target marketing is critical

Orthopedic Service Line Marketing Strategy & Plan – Situation Analysis Financial & Market Assessment

QHR | Learning Institute

Our Hospital – Inpatient Orthopedics Origin

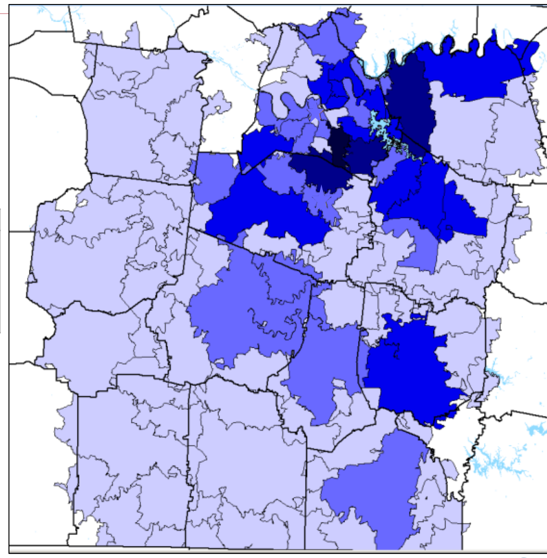


Source: PLDB

QHR | Learning Institute

Competitor 1 – Orthopedics Inpatient Origin

Inpatient FY2014*
40 patient or more (80 annualized)
30 to 39 patients
20 to 29 patients
10 to 19 patients
Less than 10 patients

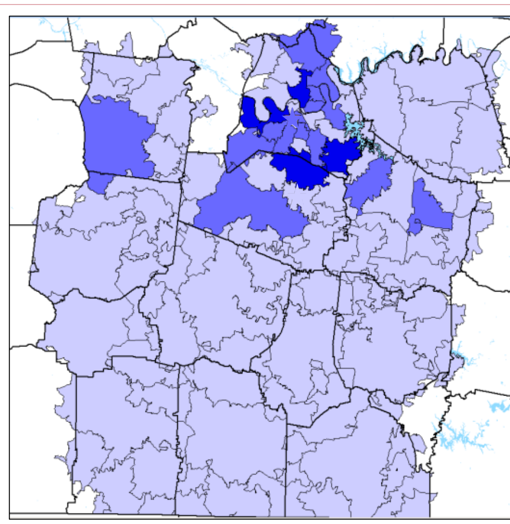


Source: THA
FY2014* Based on 6 months of data

QHR | Learning Institute

Competitor 2 – Orthopedics Inpatient Origin

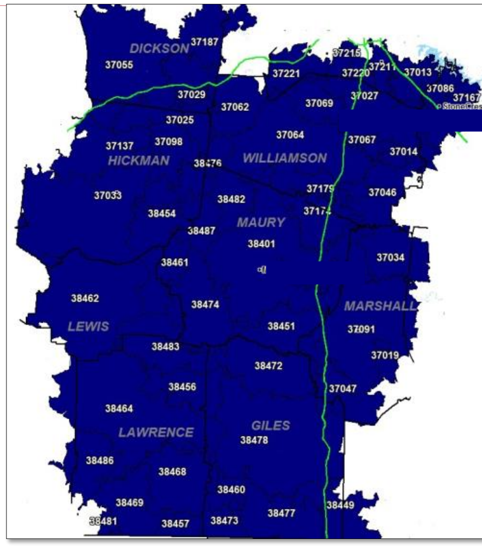
Inpatient FY2014*
40 patient or more (80 annualized)
30 to 39 patients
20 to 29 patients
10 to 19 patients
Less than 10 patients



Source: THA
FY2014* Based on 6 months of data

QHR | Learning Institute

Orthopedics – Target Area Map

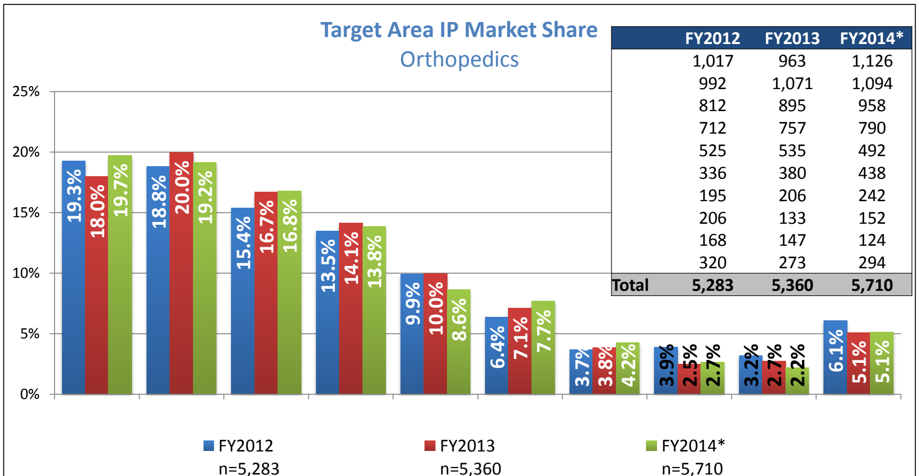


Target Area (51 Zips)

Source: Truven Health Analytics
*Note: Zip code 37024 is included in zip code 37027

QHR | Learning Institute

Target Area Inpatient Market Share – Orthopedics

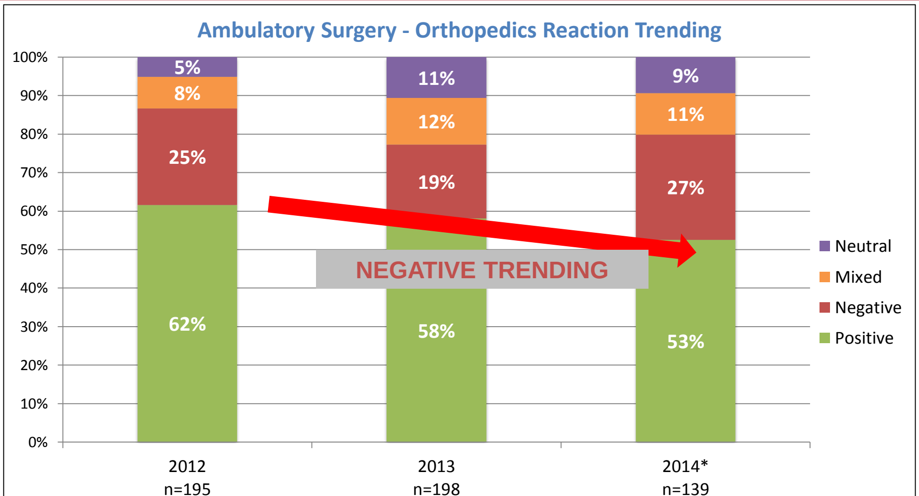


	FY2012	FY2013	FY2014*
	1,017	963	1,126
	992	1,071	1,094
	812	895	958
	712	757	790
	525	535	492
	336	380	438
	195	206	242
	206	133	152
	168	147	124
	320	273	294
Total	5,283	5,360	5,710

Source: THA
*Note – FY2014 annualized based on 6 months of data

QHR | Learning Institute

Ambulatory Surgery – Orthopedics Comment Reaction Trending



Place Focus on Experience Which May Be A Point of Differentiation

Source: Press Ganey

QHR | Learning Institute

Illustration of Price/Value Comparison

You Searched For: Back, Back Surgery - 20 Miles

New Search | Revise Your Search

4 RESULTS FOUND ITEMS PER PAGE: 10 PRINT

Name	Distance	Average	Total Cost Estimate	Blue Patients	All Patients
	1.1 miles	$11,622.00	$10,621.00 - $12,623.00	16	43
	15.9 miles	$12,847.00	$10,239.00 - $15,455.00	10	11

Blue Distinction Center

Hospital Needs to Focus on Managing the Total Value Equation for Each Service

QHR | Learning Institute

DEVELOPING A STRATEGIC MARKETING PLAN CANNOT HAPPEN IN A SILO

QHR | Learning Institute

31

SWOT Analysis – Orthopedics

Strengths

- Inpatient market position in a growing market
- Positioned as the leader "by a nose" on volume and clearly in broad geographic pull
- Consistent focus of marketing efforts
- Demographics indicate continued need for joint and spine
- Advanced Recovery Program can serve as an opportunity for differentiation if proven as effective for patients
- Faster and less complicated recovery appears that it may be a differentiator for some services

Weaknesses

- Trailing competitor 1 in ambulatory surgery market
- Declining outpatient patient satisfaction
- Limited geographic reach of marketing compared to patient origin
- No clinical quality differentiation noted or recognized vs. competitors
- Outpatient reaction trending in customer service is trending down
- Lack of CRM to do robust, sophisticated target marketing
- Lack of financial performance data for profitability
- Outpatient difficult to track/trend

Opportunities

- Improvement of clinical outcome quality relative to peers
- Separate, focused marketing on joint and spine
- Market share increasing in original SSA
- Presence in counties to the south of hospital
- Focus on a new Target Market to drive results

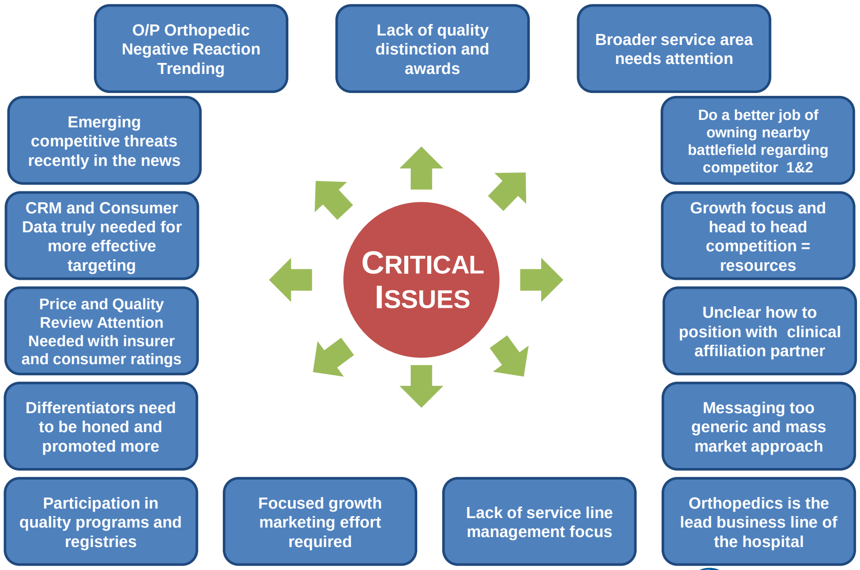
Threats

- Increased local presence from competitors etc.
- Competition on price expected to be fierce – it is neck and neck for the top 3
- Competitors have better Blue Cross quality ratings

QHR | Learning Institute

32

Critical Issues



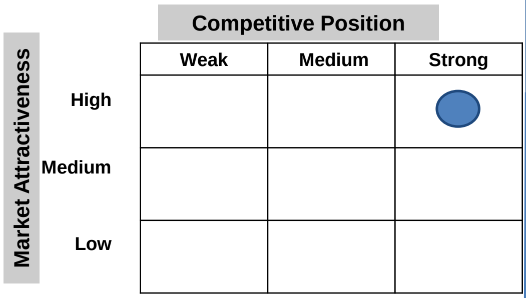
QHR | Learning Institute

Competitive Landscape – Orthopedics

Competitor	Strengths	Weaknesses	Implication
1	• Award from Becker's as one of "100 Hospitals w/ Great Orthopedic Programs" • Dominant ambulatory-surgery market share	• Poor clinical quality outcomes relative to other local hospitals (Healthgrades) • Limited market presence compared to other service lines (inpatient) • Market share trails other competitors	• Complex relationship, and not considered head-to-head for strategic marketing purposes • Question of how to position docs at program
2	• Joint Replacement Institute • Extensive media coverage of joint replacement institute recently • Awards from several sources for orthopedic care • Certified in hip fracture care	• Healthgrades scores are poor • Relatively limited geographical reach	• Our hospital has a competitive advantage, needs to seize it • Threat from Joint Replacement Institute, strengthened by competitor 2 brand
3	• Healthgrades scores among the best in the region • Certified for knee and hip replacement • Awards from Healthgrades and Becker's for quality of orthopedic care • Dominant player in own county and southward • BCBS Blue Distinction Center	• Geographic coverage	• Absolutely must match competitor 3 quality and recognition • Find differentiation points • Tell story more – build awareness
4	• Awards for spine surgery (Healthgrades) and Joint Replacement • Certified in knee and hip replacement, and spine surgery	• Market share, while increasing, trails all listed competitors and in target area	• Match certification • Monitor closely • Improve competitiveness of spine program

QHR | Learning Institute

Market Assessment – Orthopedic Surgery



Current Scale (Full Year 2013)	**$39.5 M (charges PSA/SSA)** **$39.8 M (Target Market charges)**
Available Market	**$184.0 M (FY2013 PSA + SSA)** **$264.2 M (FY2013Target Market)**
Est'd Growth Rate	**14.8% (Sg2 Forecast 10-Yr)**
Market Situation	Well resourced competitors w/ 1 Major competitor (Middle TN) . New threats from competitor 2 and 3
Position	Leader in Growth Market; strength of capability and svc line. Core business of hospital

Competitive Marketing Strategy = *Confrontation – Head to Head*

Goal : Protect against loss of share by meeting or beating head-to-head competitive offering; improve ability to win with respect to customers needs. Win the ground game patient by patient, referrer by referrer. Strengthen leadership position – expand. Protection regional lead.

Marketing Implications

- Head to head positioning against competitor in primary market
- Outperform on service
- Technological, clinical, experience and service differentiation required
- Seek untapped segments particularly where needs are not well met by competitor
- Build awareness, preference, replacement demand through heavy introductory promotion
- Focus on referrals, education and training of potential partners
- Comparative advertising emphasizing superiority
- Promotions to encourage switching
- Get on the street with education/presentation
- Emphasize post-service – after care and follow up relationship and support
- Outspend competitor on demand generation
- Set prices below competitor for comparable / better quality
- Leverage state of the art facilities and practice

Marketing Objectives/Potential Actions Guidance

Marketing Objectives	Possible Marketing Actions	Comment
Capture repeat/replacement services from current and potential customers of key competitors by 1) Head to Head Positioning against competitor offering in the market 2) Technological, service and experience differentiation from the competitor's offering in the primary target market	1) Develop service features and performance superior to target competitor a. Draw on superior design (e.g. protocols etc.) and achieve lower cost/higher value b. Set prices below competitor for better value / quality c. Outspend / outflank competition on promotion and CRM to stimulate demand d. Develop and promote superior performance and benefits as desired by customers/prospects 2) Build awareness through heavy promotion a. Comparative ads b. Training/field work with well trained spokespeople c. Develop strong referral relationships and partnerships (Physicians, Physical Therapists Chiropractors, Independent Living, Massage Therapists etc.)	Need awards of distinction & license to use (e.g. Healthgrades)
Stimulate demand among late / adopters and latent potential by 1) Head-to-head positioning against target competitor's offering in established market segments 2) Differentiated positioning focused on untapped or underdeveloped segments	1) See preceding actions 2) Develop a differentiated brand/service line with unique features (e.g. ARP) and pricing/value that is more appealing to major segments of potential customers and referral sources whose needs are not met as well by existing offerings.	

Key Communications Themes

Care without Compromise. The Leading Orthopedics Hospital.

- The highest number of orthopedic patients in the community chose care without compromise at our hospital. You should too.
- Patients know the reputation for Orthopedic Excellence. They come to our hospital from the broader geographic area more than to any other provider. The reason is simple: Trust, Results and Value. We are your Orthopedics Surgery specialists.
- Why chose a Orthopedic hospital in a comfortable, quiet suburban setting, excellent surgeons, the friendliest of care with the very best facilities and fast recovery times? You deserve the very best.
- Bigger isn't always better. We delivers leading orthopedic surgery and services beyond the level of experience and outcome you might expect in a larger hospital. The difference? Specialization. Focus. Passion. People and Values and Technology come together deliver care without compromise. We are your Orthopedics Surgery specialists.
  - High-tech; new surgery suites
  - Rio Robotic arm for Orthopedics
  - An Advanced Recovery Program is leading edge and FIRST of its kind
  - Lower complications and faster recovery
  - Easy access, less stress
- Bone and joint problems aren't just painful. They can keep you from leading a full, active life.
- Easier, comfortable environment to put your focus where it needs to be… healing.
- The best orthopedic injury or illness is one that never happens. For this reason, Hospital Orthopedics provides education and screenings for all ages and interests to help keep your bones, muscles and joints healthy.

Orthopedic Service Line Marketing Strategy & Plan – Financials

QHR | Learning Institute

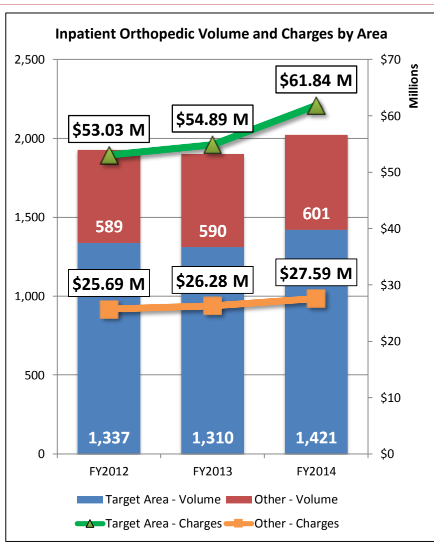
Orthopedics Target Area – Financial Projections

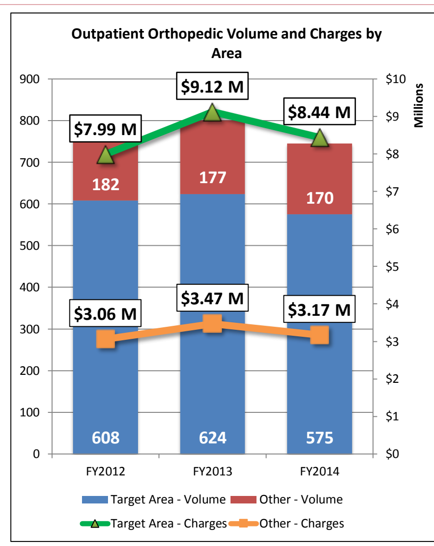
INPATIENT	AM-SURG.
2014 avg. orthopedic charges in target area = **$43,521**	2014 avg. orthopedic charges in target area = **$14,686**
1.0% increase in market share in target area = **57 additional patients**	1.0% increase in market share in target area = **40 additional patients**
1.0% increase in market share = **$2,485,048 in additional charges**	1.0% increase in market share = **$588,612 in additional charges**

Combined impact of 1.0% increase in market share in target area = $3,073,660 in additional charges

Source: THA, PLDB
*Note – Based on FY2014 data

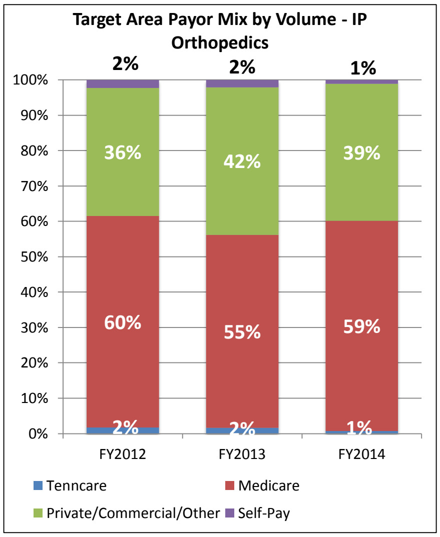
Orthopedics Volume and Charges by Area

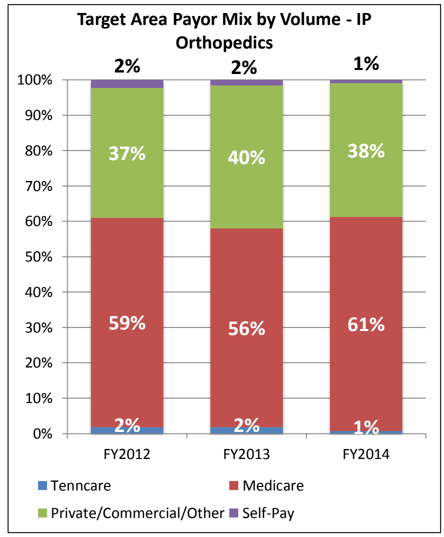




Source: PLDB

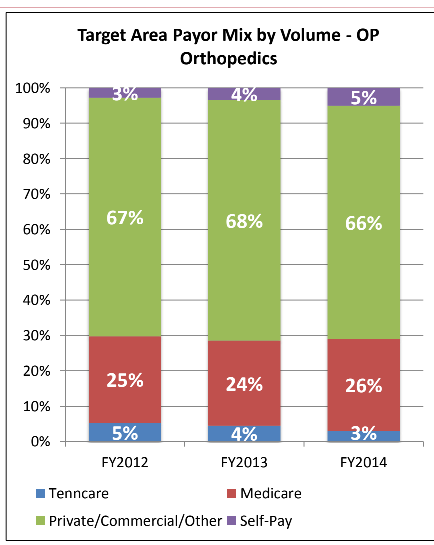
Target Area – IP Orthopedics Payor Mix

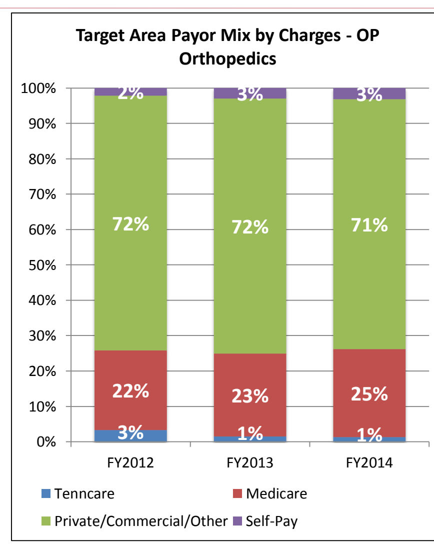




Source: PLDB

Target Area – OP Orthopedics Payor Mix





Source: PLDB

Consumer Initiatives

Objective: Differentiate as “the Orthopedics Hospital” referring back to key communication messages

Key Components

- Website/Social Media
  - Healthy U testimonials and physician input on website
  - Orthopedic safety tips on Facebook
  - Testimonials on Facebook
- Print and TV
  - Testimonials with key community leaders and physicians
- Community Events
  - Healthy U seminar at hospital on joint replacement with RIO
  - Healthy U Road Show on Joint Replacement, Joint safety

Initiative Team

-

Business and Industry Initiatives

Objective: Differentiate as leading Orthopedics Hospital with easy access, quick recovery. Less down time for employees and price transparency for employers

Key Components

- HR/ Workers Comp
  - One on one meetings
  - Physician directory
  - Coordination of preference cards to ED, physician offices, etc
- General Employees
  - Healthy U breakfast or lunch and learn for Rio
  - Posters in break areas
  - Orthopedic safety tips for newsletters/ email blasts
- Executive/Managed Care
  - Opportunities for bundled payment for orthopedic services

Initiative Team

-

QHR | Learning Institute

Physician Initiatives

Objective: Becoming the preferred orthopedics hospital for orthopedic physicians, staff and patients

Key Components

- Materials and education to physicians regarding program specific to their needs
  - Focus groups with physician staffs regarding needs, obstacles to referrals
  - Establishment of "Hotline" for issue resolution
  - Designated finance person for payment plans
- Patient Support Materials
  - Patient focused literature
  - Healthy U series calendars

Initiative Team

-

Note a separate physician initiatives was developed for non-orthopedic physicians

QHR | Learning Institute

Now for the Metrics… Tracking Results

QHR Learning Institute

Measurements & Dashboard

- Metrics & Dashboards
  - Metrics for the overall marketing effort and for service lines should be established
  - Setting and tracking measures is a journey. Starting with some core measures will be key. These should be developed collaboratively and in coordination with stakeholders and the CFO
  - Key metrics to consider the influence and accountability aspect of the marketing effort (function, not just department) are suggested. These are based off of 2014 research that has been conducted jointly with the HFMA and considers the CFO point of view
  - Dashboards should be developed. Dashboards can be done in a program charter template style or other styles.
  - Additional metrics will be needed for programs and campaigns. CRM and Reputation management solutions will also provide canned metrics that will be very valuable to close-loop results tracking

QHR Learning Institute

About Marketing Metrics

What are metrics?

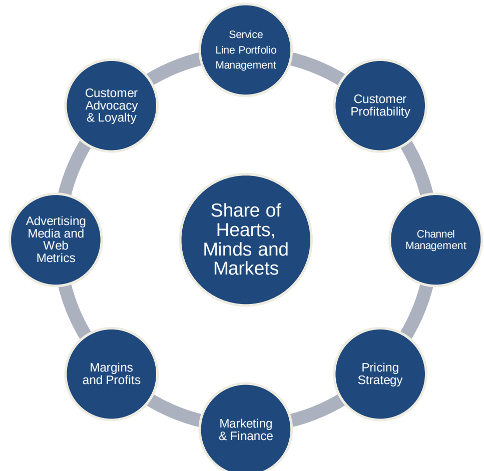
- Measuring system that quantifies a trend, dynamic or characteristic

Why do you need them?

- Every metric, whether it is used explicitly to influence behavior to evaluate future strategies or simply to take stock, should affect actions and decisions to lever opportunities, performance and accountability
- There are many possible metrics in marketing. Initial core metrics should focus on growth, brand, stakeholders and marketing communications

General Measures
$-dollar, #-Count, %-Percentage R-Rating, I-Index
And milestone progress based, status (R,Y,G) etc.

Marketing's Influence and Accountability



QHR | Learning Institute

49

Metrics Framework

Accountability	• Brand • Marketing Communications
Influence	• Stakeholder Engagement
Both (A&I)	• Growth

Reference: Society for Healthcare Strategy and Market Development 2014 Study w/ HFMA

50

QHR | Learning Institute

Service Line

Growth	
Volume Change	• Units/counts of sale, admissions, surgeries from agreed upon level above, below or constant to existing levels
Revenue Increase	• As seen from an agreed upon level
New Patient Acquisition	• Not seen in the hospital system in the last XX years
Monitor Market share of (IP/OP discharges/ patient days/encounters)	• As agreed upon

Brand	
Maintain/ increase Brand Awareness	• Aided (your hospital is ranked X among others) • Unaided (No hospital names are provided – based on respondent recall)
Maintain or increase brand preference	• Hospital/service line ranking within a competitive set
Maintain or increase reputation score	• Locally defined metric
Increase reputation of key service lines	• Can be aided or unaided

Service Line

Marketing Communications	
Paid Media	• Aided/Unaided ad recall • % of spend in Paid Media (e.g. TV, Radio, Newspapers, Outdoor); Share of Voice
Earned Media	• Coverage as seen by a number of positive stories relative to the competition • Coverage aided/unaided recall of stories of service
Owned Media	• Number of calls to call center or other response channels
Social Media	• Number of engaged users, postings, tweets
Digital / Web	• Number of views, podcasts viewed, increase in organic search, SEO, page views per campaign, click through rates
Direct Marketing	• Conversion rates to transactions, number of "new" customers, number of appointments, referrals

Stakeholder	
Patient Satisfaction (Loyalty)	• Likelihood to recommend to friend or family
Reputation Trending/Star Ratings	• Star ratings on major sites; trending and metrics through reputation management and service

Specific values for metrics must be developed at the local level (e.g. growth orthopedic total joint volumes by 2%)

Other Controls for Managing Your Marketing Plan

Implementation Milestones (Overall and For Each Service Line)

#	Task / Action Step	Owner	Resources Required	Due Date	Status
1.0					
1.1					
1.2					
1.3					
1.4					
2.0					
2.1					
2.2					
3.0					
4.0					

Barriers to Project Success (Overall and For Each Service Line)

Risk/Barrier	Probability	Indicator	Mitigation Plan/ Recommendation

Probability Guide
- H (High) – greater than 75% chance of occurrence
- MH (Medium High) – between 50% and 75% chance of occurrence
- ML (Medium Low) – between 25% and 50% chance of occurrence
- L (Low) – less than 25% chance of occurrence

QHR | Learning Institute

Admission Tracking By Physician

QHR | Learning Institute

Program Attendance and Follow Up

QHR | Learning Institute

Sample Marketing Budget

Marketing Budgets	January	February	March	April	May	June	July	August	September	October	November	December
Media Budget												
Billboard												
Print												
Radio												
Television												
Direct Mail												
Website Management												
Video Producton												
Media Budget Remaining	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Creative Development/Printing Budget												
General Hospital												
Maternity												
ER												
General Surgery												
Orthopedics												
Physician Practices												
Other Product Line												
Creative Development/Printing Budget Remaining	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Chamber Dues Budget												
Chamber Dues Budget Remaining	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sponsorships Budget												
Holiday Lights												
Sports golf tournaments												
Health Fairs												
Partners in Education												
March of Dimes												
Heart Walk												
Relay for Life												
Misc												
Sponsorships Budget Remaining	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Budget												
Giveaways/Health Fair Supplies/Signage												
Physician Referral Call Center												
PR Retainer												
Media Retainer												
Marketing Research												
Yellow Pages												
Other Budget Remaining	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Marketing Budget Remaining	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

QHR | Learning Institute

Questions

Linda Kirkman, Principal
QHR Consulting Strategy Practice
Linda_Kirkman@qhr.com
770-296-2762

59

QHR Learning Institute