Using Social Marketing to Improve Healthcare Quality
Jason Tetro, MI-SCI Consulting and Communications
A Webber Training Teleclass

What is Social Marketing?
- Termed in 1971 by Philip Kotler & Gerald Saltman — J. Marketing 35:3-12
- Based on a previous question from the 1950s — Why can’t you sell hand hygiene like you do soap?
- Required a shift in the mentality of marketing — Not about influencing exchange of goods/services — Influencing acceptability of ideas
- Not about dollars & cents but adoption and compliance — Huge difference

The Current Situation
- Shift in Infection Prevention & Control Mentality — Need to integrate human factors — Guidelines, Regulations & Technologies available — Problem is getting HCW to comply
- APIC 2014 — Major focus on social behaviour change — Several key presentations and concurrent sessions — Basis was not about information but social marketing

What Are Goals of Social Marketing?
- Force motivation through messaging
- Direct individuals to follow without significant energy or cost
- Adopt a mechanism of translation of theory into action that can be sustained
- Reduce the distance of the individual from the action and associated products

Why Can’t You Sell Hand Hygiene Like Soap?

<table>
<thead>
<tr>
<th>Goal</th>
<th>Selling Soap</th>
<th>Selling Hand Hygiene</th>
</tr>
</thead>
<tbody>
<tr>
<td>Force Motivation</td>
<td>Makes you clean</td>
<td>Stay clean</td>
</tr>
<tr>
<td>Direct Individual</td>
<td>Lather, Rinse, Go</td>
<td>15 seconds means safe</td>
</tr>
<tr>
<td>Translation</td>
<td>Clean body means happiness</td>
<td>Share life, not illnesses</td>
</tr>
<tr>
<td>Reduce Distance</td>
<td>Available at stores everywhere</td>
<td>A few seconds is all you need</td>
</tr>
</tbody>
</table>
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Modelling Social Marketing

• Several developed since 1971
  – Knowledge translation (too academic)
  – Experiential communication (too limited)
  – Positive deviance (too demanding)

• The most effective was community-centric
  – Society was the overarching target
  – Individual treated as a part of that society
  – Incorporation through adaptation, not assimilation

• Developed well-known list of social marketing tenets
  – The 4 Ps

The 4 Ps of Traditional Social Marketing

• Product (also known as goal)
  – What is the expected outcome?

• Place
  – Where should the action take place?

• Promotion
  – How can this be shared effectively?

• Price
  – What is the overall cost of implementation?

The Trouble with the 4Ps & Hand Hygiene

| Parameter | Observed | What About...
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Product/Goal (Hand Hygiene Compliance)</td>
<td>Healthcare professionals, Housekeeping? Patients? Visitors?</td>
<td></td>
</tr>
<tr>
<td>Place (Where Perform Hand Hygiene)</td>
<td>Patient Rooms, Foyer? Waiting rooms? Cafeteria?</td>
<td></td>
</tr>
<tr>
<td>Promotion (Increase Compliance)</td>
<td>Clean Hands Save Lives, Psychological? Emotional? Trust?</td>
<td></td>
</tr>
</tbody>
</table>

Social Marketing’s New Perspective

• Shift in direction
  – Less about the central product
  – More about the central message

• Advertising and marketing made little headway
  – Targeted campaigning was always the best method
  – Message kept changing leaving disconnect

• 4Ps were not sufficient but no alternative proposed
  – Until 2003 thanks to a researcher at ECDC - Jan Semenza

A Test Campaign

• The Intersection of Urban Planning, Art, and Public Health: The Sunnyside Piazza

• Low resource area in Portland Oregon

• Central Message: Health Promotion

• Social Marketing Mechanism: Painted Sunflower

Outcomes vs Control LR Neighbourhood

<table>
<thead>
<tr>
<th>Variable</th>
<th>Control Site</th>
<th>Test Site</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sense of Community</td>
<td>35%</td>
<td>65%</td>
</tr>
<tr>
<td>Health and Wellbeing</td>
<td>70%</td>
<td>85%</td>
</tr>
<tr>
<td>Interaction/Team Building</td>
<td>7%</td>
<td>32%</td>
</tr>
<tr>
<td>Commitment to Sustainability</td>
<td>Low</td>
<td>High</td>
</tr>
</tbody>
</table>

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Lessons Learned

• Education of individuals on health was not entirely difficult when done in a safe and easy-to-understand manner
• Enrichment through improved social interaction led to community stewardship.
• Engagement as a part of a larger community (i.e. not targeted) facilitated sustainability of the project.
• Entertainment through art, music and laughs increased social capital and social cohesion

From The 4Ps To The 4Es

Education
Enrichment
Engagement
Entertainment

Education

• Easiest and most time consuming
  – Utilize available resources as foundation
  – WHO, CDC, APIC guidelines
  – PubMed for latest research and trends
• Find positives & avoid negatives
  – Do not pontificate, preach, patronize or punish
  – Be neutral with the facts but upbeat in tone
• Keep information is fresh, even if known for millennia
  – Hippocrates and infection prevention still holds true today

Enrichment

• Hardest to achieve
  – Requires various stakeholders for design and action
  – What needs to be in message to hook & hold attention
  – Should include someone with marketing experience
• Be inventive with benefits
  – Deliver information as if telling a secret
  – Even the most mundane fact can be fascinating
• Give incentives to learn more
  – Never give the whole picture
  – Leave room for their own research

Engagement

• Most important aspect but can be straightforward
  – Focus on ‘audience’
  – Their interests, their needs, their wants, their passions
• Give something they can take away
  – Games, Series, Interactions with social models (sports teams)
  – Use giveaways for patients and visitors
  – The more chance for involvement, the greater the success
• Always be open to modifications
  – Encourage feedback & return in personal manner
  – Audit to determine gaps and lessons learned
  – Surveys are good but huddles are better

Entertainment

• Only a few genres of entertainment
  – Art, music, visual
• Find perspective through popularization
  – Hand hygiene music videos
  – Variety show ideas – interviews, talent shows
  – Include social celebrity if possible
  – Develop character models for people to assume
• Remember to stay true to message
  – Entertainment is only a hook
  – Leads them to the substance of the other 3Es

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The 5th “E” – THE EVANGELIST

STEVE JOBS

• Brought Apple to the top of technology
• iPod, iPhone, iPad are top selling devices
• Changed the way marketing was done for a decade

The Problem With The Evangelist

• Acts as an ambassador for the brand
  – Raises awareness and eventual consumer choice
  – Always supports the product no matter what
• Brand has to always change
  – Yearly iPhone expectations
  – If brand didn’t come through, evangelist was ineffective
  – The power of the people, the individual was greater
• Evangelists are human
  – Steve Jobs died in 2011
  – Apple may never recover

From Evangelist to Enthusiast

• Represents not the brand, but the message
  – Personifies concept
  – Offers value as ‘unsung hero or heroine’
  – Acts through Highly Cost-Effective Word of Mouth
  • Harvard Business Review: 62% - 388% increase in value
  • For every dollar spent they generated 15.00 savings
• Each enthusiast is a personal brand
  – Can be varied to ensure wider scope of audience
  – No two enthusiasts need be alike
• Adds a critical human factor lost to evangelism
  – Do as I say...and do!

Deliver The Message as an Enthusiast

• Each person has a different approach
  – Uniqueness of human individuality
  – Unlimited options for sharing
• Message is still the same
  – Common base allowing for multiple interpretations
  – Each still acts as an ambassador of the message
• Act as a mediator between executive and audience
  – You are the one who will know the most from both sides
  – Use the knowledge to increase social capital

Enthusiast Necessities

• Know The Message
  – Ensure there are no deviations from the core
  – Every enthusiast has a common base

• Make It Your Own
  – The 4/4 music principle
  – You decide 2, 3, 4 - just always come back to the 1 message

• Stay Positive
  – Negativity kills a message, even if it is based on problems
  – NEVER blame, accuse, condescend or curse at another

• Be Yourself
  – No one is you – that is what make you unique and valuable
  – Stay true to your nature – don’t fake it to make it

The Value of Two-Way Conversations

• Evangelists Preach; Enthusiasts Interact
  – Always be receptive to feedback
  – Learn by listening

• Engage in ambient light, not the spotlight
  – Become an expert in a community, not a rock star
  – “Sharing is Caring”

• Ask questions to ensure message is conveyed
  – Discussions are the best option
  – Can use personal, indirect or social means
  • Social media is growing as preferred outlet
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CASE EXAMPLE
INCREASE HAND HYGIENE COMPLIANCE, REDUCE INFECTIONS AND COST

7 Steps To Making the Case
1. Create the Core Message
2. Identify the Enthusiasts
3. Choose Complementary Options
4. Optimize Marketing Rollout
5. Implement the Message
6. Assess Each Step
7. Audit

1. Create the Core Message with 4Es

<table>
<thead>
<tr>
<th>MESSAGE COMPONENT</th>
<th>EXAMPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Hand hygiene requires a contact time of 15 seconds through lather or sanitizer to prevent majority of infection spread through hands</td>
</tr>
<tr>
<td>Enrichment</td>
<td>CDC has shown savings as much as $40,000 per admission in the US &amp; save us from post-antibiotic era by reducing need for antimicrobials</td>
</tr>
<tr>
<td>Engagement</td>
<td>Hand hygiene is one of most important ways to protect yourself and others against infection (Engagement)</td>
</tr>
<tr>
<td>Entertainment</td>
<td>???</td>
</tr>
</tbody>
</table>

15 minutes could save you 15% or more on your insurance costs

15 seconds could save you 50% or more on your infection costs.

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2. Identify The Enthusiasts

- Not everyone will want to be involved
  - It is a vocation in itself
- Gather all stakeholders to meet enthusiasts
  - Administration, IPC, Housekeeping, Communications, Human Resources, Patient Safety Advocates, Public, Media, Corporate Sponsors
- Allow Each Enthusiast to share their brand
  - Stories, analogies, ideas for future

3. Choose Complementary Options

- None will be as effective as Word of Mouth
  - Up to 388% return on investment on average
  - 100% Reach
- Posters and signage (40-60% Reach)
  - Provide education and enrichment
- Multimedia (20-30% Reach)
  - Provide education, engagement, entertainment
- Paraphernalia (6-10% Reach)
  - Provide all elements in straightforward manner

4. Optimize Marketing Rollout

- Not a matter of “Did you know...?”
  - Not advertising
  - Should be the end of your story, not the beginning
- Find a way to incorporate everyone’s personal brands
  - Encourage stories from everyone
  - Analogize when possible to link stories to message
  - Admittedly NOT easy and may take time
- Develop novel means to share information
  - Blogs for stories
  - Facebook and others for multimedia
  - Website for promotion of enthusiasts

5. Implement The Message

- Don’t choose one specific day to launch
  - Slow and gradual is more effective
- Develop message over time
  - Start with enthusiasts as ambassadors
  - Next, signage at entrance and slowly moving inwards
  - Add paraphernalia with links to multimedia (QR cards)
  - Place information sheets in all high traffic areas
- Goal is to appear seamless as opposed to newness
  - Acceptance and adoption will come quicker
  - ROI can be more easily audited

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6. Assess Each Step

- Give each a minimum of 3-6 weeks
  - Will develop enough data for analysis
- With each implementation step, work with already existing monitoring to observe changes
- Hand Hygiene -> Electronic Monitoring
  - Identify changes in the sinusoidal curves
  - Allows for statistical analysis and ROI determination

7. Audit The Findings

- Increased involvement in hand hygiene
  - Electronic monitoring provides compliance
- Change in relevant attitudes via word of mouth
  - Enthusiasts will have valuable knowledge
  - Surveys can complement but may not be trustworthy
- Increased issue salience or availability in memory.
  - Very important to social behaviour change
  - Quizzes, games, and challenges are better than surveys
- Cost savings
  - IPC data provides association to secondary effect
  - Antimicrobial prescription rates as tertiary effect

Expected Outcomes

- Increased knowledge of the message
  - Can you remember it?
- Increased memory of the value of hand hygiene
  - Can you remember what it means?
- Increased overall compliance with hand hygiene
  - Do you remember to use it?
- Better cost-efficacy
  - Goal: Significant return on investment
  - Reduced infections, antibiotic use, staff absenteeism

Improved Healthcare Quality

Summary of Social Marketing

- A relatively recent but successful model
  - Handwashing can be sold...just not like soap
- Focuses on improvement of social behaviour
  - 4Es of education, enrichment, engagement and entertainment
- Involves the human factor to ensure efficacy
  - The Enthusiast is the key
- Relies on word of mouth as primary delivery
  - Other traditional methods are complementary

Social Marketing for Healthcare Quality

- All aspects apply
  - Hand hygiene just one example but great place to start
- Experience in other tougher areas have succeeded
  - Tobacco cessation
  - Alcohol abuse
  - STIs
- May take time to be accepted and adopted
  - Still learning how to optimize
  - Little exists in the literature but list of examples growing
  - An optimum opportunity to perform trials and publish

Final Note: My Social Marketing Experience

- Key Message:
  - We need a better relationship with germs
- Enthusiast:
  - The Germ Guy, Germs Relationship Therapist, Germs Pundit, Microbiologist
- Implementation:
  - Contribute to national and international media, columns in major news outlets, spokesperson for companies
- Outcomes:
  - Expansion of niche into mainstream

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