



**County of Santa Clara**  
**Santa Clara Valley Health & Hospital System**  
**Santa Clara Valley Medical Center**

**DATE:** October 1, 2021

**TO:** Honorable Members of the Board of Supervisors  
 Jeffrey V. Smith, M.D., J.D., County Executive

**FROM:** Paul E. Lorenz, Chief Executive Officer, SCVMC

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*Paul Lorenz*  
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**SUBJECT:** Santa Clara Valley Medical Center Enterprise Marketing Efforts

At the August 19, 2021, FGOE Meeting, during discussion of Item 9, County Executive Review of Management Audit Recommendation, Supervisor Chavez requested an off-agenda report with the plan and an investment strategy for the Advertising and Professional Fees funds and the business specific report out on that investment strategy.

Over the past five years, funding for marketing activities has been budgeted and expended to improve the public's perception and awareness of the comprehensive and high-quality healthcare services Santa Clara Valley Medical Center (Hospital and Clinics) (SCVMC), O'Connor Hospital (OCH), and St. Louise Regional Hospital (SLRH). Campaigns have included multi-cultural/lingual media campaigns with heavy investment in digital marketing.

Expenditures were higher during the significant efforts supporting the launch of the "Go Public!", but expenditures and efforts continue through FY22 and are expected to continue. FY21 spend reduction was SCVMC's response to the County structural deficit efforts.

	FY17	FY18	FY19	FY20	FY21	FY22
S&S Expenditure *	3,218,228	2,331,204	2,524,518	1,432,130	534,278	1,404,202
FTE	1	1	1	3	2	3
Dir Marketing	1	1	1	1	1	1
Comm & Media Rel Coord				1		
User Exp Designer				1		
Media Spec Coord					1	1
Sr Communications Officer						1
* Actual for FY17-FY21, budget shown for FY22						

The overall goal has focused on communicating the strengths of the System and showcasing the specialized care and expertise within a "public" safety net health system. With the

acquisition of OCH and SLRH in 2019, work also has included showcasing the strengths that OCH and SLRH have brought to the County, and promoting new services and the investments in these hospitals, and communicating the broad geographic reach to high quality accessible care the Enterprise provides, regardless of a patient's ability to pay.

These efforts have been ongoing and will continue in support of promoting the excellent care the Health System provides to the community.

An advertising agency, Maricich Health Associates, was selected as the advertising agency from a list of qualified vendors through a competitive RFQ process and supported many of the major marketing campaigns over the past five years, including the following:

### 2016-2018

- Development and launch of the "Go Public" campaign featuring the comprehensive, compassionate, and accessible services available at SCVMC.
- Development and regional promotion of the Rehabilitation Center at SCVMC to patients and referring providers.
- Promotion of primary care services at our eight Valley Health Centers.
- Promotion of Mother/Baby Care at SCVMC, including our prestigious Baby Friendly designation.
- Promotion and marketing of Valley Health Center Downtown, including Primary Care, Urgent Care, and the Gender Health Center clinics.
- Promotion and marketing of the opening of the Sobrato Pavilion on the SCVMC campus.

### 2019-2021

- Promotion of the acquisition of OCH and SLRH, and the union of the three County-owned hospitals, including hospital specific promotions to the local communities.
- Promotion of OCH and its orthopedic service line.
- Promotion of new clinics and services launched at OCH, including but not limited to Robotic Surgery, Wound Care and Pediatric Urgent Care.
- Promotion of SLRH and its Mother/Baby Service Line.
- Promotion of new clinics and services launched at SLRH, including but not limited to Wound Care, Pediatric Primary Care and services at the DePaul Health Center.
- Promotion of all three hospitals as Joint Commission (TJC) accredited Primary Stroke Centers.
- Creation of a campaign to support the Birth Centers at the three hospitals for the public and referring providers. (Release date TBD)

- Early planning and development of a master brand marketing campaign that features the unique and comprehensive services available through our geographically accessible hospitals and clinic network.

### Ongoing Work

The following two campaigns are currently being created without assistance from Maricich Health Associates.

- Creation of a campaign the market SCVMC's SAFE Program services to at-risk populations in the County of Santa Clara - work in progress.
- Creation and promotion of the MedAssist Program offered to all eligible residents of Santa Clara County.

The following work is being completed in partnership with Miller Geer and Associates with the initial contract established in 2019. This was another agency that was selected from a list of qualified vendors generated through a competitive RFQ process.

- Extensive earned media engagements designed to highlight the leading-edge research, use of technology, and high quality and innovative care provided primarily at SCVMC and its clinics.

Marketing efforts have also included the creation and maintenance of three robust and optimized hospital websites for the public. The original wireframes and layout were developed in partnership with Maricich Health Associates, the SCVMC UX Designer and the TSS Department. The marketing team also maintains active communications with employees via three intranet channels for internal stakeholders.

Marketing also supports the three active Facebook pages with very active followings. We own and operate 14 YELP and Google "My Business" pages along with contributing to the LinkedIn pages for each of the three hospitals.

The Enterprise Marketing team is also responsible for the active promotion, celebration and communication of key achievements by our staff and providers, including but not limited to:

- HIMSS Stage 7 achievement,
- TJC Sepsis Certification,
- USNWR recognition and CARF Accreditation awarded to the Rehabilitation Center,
- Post-Acute Care Transition (PACT) Team recognition by CAPH and the Safety Net Institute,
- Patient-Centered Medical Home Recognition for our eight VHC primary care clinics by HRSA,

- Recent EGSD recognition given to our GI Specialty Care Team for high quality care and excellent outcomes.

### COVID-19 Related Marketing Efforts

Throughout the COVID-19 pandemic, the Marketing team invested significant time and expertise in the development of signs, collateral and enterprise-wide communications in support of the policies and practices associated with the management of COVID-19, and testing and vaccinations sites staffed and/or lead by SCVMC leaders under the umbrella of the County Emergency Operations Center.

Throughout the COVID-19 pandemic, the SCVMC Marketing and Communications Team in coordination with the County Emergency Operations Center and SCVMC leaders, invested significant time and expertise in the development of signs, collateral, and enterprise-wide communications. We developed, coordinated fabrication, and installed branded directional and informational signs at all COVID-19 testing and vaccination sites supported by SCVMC, including but not limited to Expo/Fairgrounds and all of the digital and printed directional and wayfinding information for patients at Levi's Stadium. We developed and distributed branded vaccination pins that were given to every person once fully vaccinated. Modified pins to support the recent third dose and booster doses now being given to select patients and staff were also designed and distributed. These pins were created to promote SCVMC, OCH, SLRH and COVID-19 vaccinations in the community.

Marketing developed and continues to maintain an essential web-based COVID-19 Communications Hub for use by all hospitals, clinics, and behavioral health staff in collaboration with the Hospitals Command Center. The information on the Hub is accessible to staff from their mobile device or PC and includes up to date communications from Paul Lorenz and policies and practices associated with staff and patient safety, the management of COVID-19, staff vaccination and testing schedules, and much more.

Three patient educational videos featuring SCVMC physicians with cultural and linguistically sensitive messages to encourage Hispanics (English and Spanish speaking) and people of color to get vaccinated. These videos were posted in a variety of locations and yielded significant attention from the public. "Get Vaccinated" Video for People of Color: 35,000 views, Video for Hispanics/English: 67,000 views. Video for Hispanics/Spanish: 1,000 views.

The "Healthcare Heroes" recognition program was also designed and launched to recognize every member of our hospitals and clinics teams as essential in our ability to fight the pandemic.

Marketing also collaborated with Miller Geer to create local, regional, and national earned media coverage for our C3 (Comprehensive COVID-19 Care) Clinic, our community-based

testing sites (a 106 year old Vietnamese patient being vaccinated at our Berger Service Center Vax site), and the partnership we developed with local CBOs to produce face protection using 3 D laser technology. Miller Geer also helped secure national coverage by the Associated Press regarding our efforts to support staff during the height of the third surge and an article in Modern Healthcare regarding the ABCM Risk Stratification Model created by our Hospitalists in partnership with our Healthlink Team. This risk stratification model was used to help us triage patients during the early months of the pandemic when our hospital was filling up with patients who had “known symptoms” but were waiting for test results.

### Future Marketing Efforts

The contract with Maricich Health Associates expired August 30, 2021. Marketing is currently in the process of writing an RFP to secure a new contract with a healthcare advertising agency to assist with community focused marketing campaigns for the Enterprise, individual service lines and new facilities/clinics including the rapid expansion of available healthcare delivery services affiliated with Santa Clara Valley Medical Center Hospitals and Clinics.

Strategic direction of the Marketing and Communications Department activities will continue to be determined by the Executive Leadership Team and our Strategic Operational Priorities and budget allocation through our annual budgeting requests to the Board of Supervisors. Over the coming two years we tentatively plan to work on marketing and communications campaigns to promote:

- Continued marketing and promotion of the expanding primary and specialty care network/services associated with our healthcare delivery network. This includes new OCH and SLRH clinics coming online, new Urgent Care Clinics, SCVMC services offered at the Children’s Advocacy Center, our expanding Dental Network, as well as the transition of the DePaul Health Center to Valley Health Center-Morgan Hill.
- The launch of the “Santa Clara Valley Healthcare” brand. This is a major branding and marketing initiative, and the hospital will return to the Board with a request at a future date.
- The launch of the Birth Centers campaigns of the three hospitals. This will occur once the new private rooms are completed at the Women and Children’s Center at SCVMC.
- Marketing the three hospitals as award winning/designated Primary Stroke Centers.