TARGET AUDIENCE ANALYSIS & RECOMMENDATIONS TO ACHIEVE EXTERNAL COMMUNICATION GOALS

REGIONAL NETWORK

U HEALTH
UNIVERSITY OF UTAH

Developed For: University of Utah Health Regional Network, LLC
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EXECUTIVE SUMMARY

Project Scope

The following recommendations report was developed for the U of U Health Regional Network. The Regional Network external communications challenge involves harnessing limited resources, personnel, and funding to appropriately attract and incentivize nurses to work in their rural facilities. To best serve our client, the team analyzed which efforts by the rural regional network hospitals are most effective at attracting experienced nurses, and what additional efforts could be made to expand their reach and level of success.

Background

The Westminster College Master of Strategic Communication team completed this external communications recommendation report for the U of U Health Regional Network, LLC. The Regional Network provided an external communications challenge for the research team to investigate and develop recommendations.

Research Methods

The team used secondary research methods to identify industry best practices for increasing visibility and creating community. Primary research consisted of a network-wide survey, focus interviews, and assessment of the Regional Network's internal social media sites (SMS). The team conducted cross-analyses with the primary and secondary findings to develop recommendations for the network's current and future audiences.

Findings

Primary data collected from the regional network nurse surveys and interviews, and directed secondary research on clinical care audiences, allowed the research team to develop an evidence-based persona of the target audience. Understanding the behaviors and values of this audience was key to developing tactics to increase the visibility of their programs and initiatives.

Nurses are a demographically diverse group, but within the regional network target market they have common values and motivators. Secondary research found three key elements which allow the development of specified communications and pathways:

1. Culture plays a key role in the decision making of the target persona; proximity to family and a high quality of life outside of work is paramount. Nurses want a community with shared values and a lifestyle that is commensurate with their role and pay expectations (Appendix C).

2. The hospital work environment, which is governed by hospital leaders and organizational structure, is also a strong influence on clinical care workers satisfaction. Leadership style, flexibility, and patient volume can impact well-being in numerous ways, along with team and peer support (Berlin, 2020).

3. Nurses and clinical-care audiences prefer visiting job listings and hospital websites to explore job opportunities. They also receive information and peer or community support through other sources including social media, healthcare websites, and newsletters (Appendix C).

Recommendations

The research team recommendations for the Regional Network include tactics to heighten visibility through internal and external engagement, collaboration, and a targeted content strategy. Best practices for internal and external engagement should be on a consistent cadence and utilize existing channels to strengthen the current community. A strong investment in these channels will develop engaged, loyal, long-term followers. Other tactics include:

1. Existing Opportunities—Maximize the reach and efficacy of the UUHRN community using internal and external communications with a strong brand presence to increase engagement and expand visibility.
2. Content Strategy—Develop high-quality, on-brand content that internal and external audiences will find valuable and relevant through the strategic use of recommended tools. Commit to consistent communications through a variety of channels.

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INTRODUCTION

The U of U Health Regional Network LLC, (UUHRN) is made up of six regional hospitals, led by the University of Utah, that together work to improve the delivery of high-quality health care services in the Mountain West region. UUHRN hospitals combine their resources to increase quality and coordination of patient care in their independent rural hospitals and increase training and research opportunities for clinicians while strengthening their own resiliency and stability. New and growing challenges in the healthcare environment have necessitated that UUHRN become more effective and deliberate to reach key audiences and achieve their goals.

PROJECT OVERVIEW

Background

The Westminster College Master of Strategic Communication's research team completed this project as part of an external communications study and recommendations report. The team collaborated with Megan Bailey, Director of UUHRN's Workforce Division, and Dr. Denis Petersen, MSC advisor, to gather information to accomplish study goals that led to actionable recommendations from the team. The research team examined UUHRN communication opportunities and concluded that to increase their impact and engagement with clinical care audiences their communications must achieve a higher level of visibility.

Opportunity

A community of engaged nurses and health care clinicians within the Mountain West is needed to funnel information and opportunities for continuing medical training, recruitment, resiliency for retention, and other initiatives that have potential to benefit not only those clinicians but also the communities they serve.

Each of the six hospitals that are a part of the UUHRN have their own independent programs to target clinical care audiences in their service area. The UUHRN's goal is to magnify the individual efforts of each facility to reach and influence an even larger audience. The UUHRN has a very limited budget to develop communications and market to the target audiences; stakeholders have traditionally been willing to fund the programs to meet network hospitals' mission and values, but not the marketing of those programs.

Research Goal

The research team assessed the challenges and opportunities of the UUHRN. Their specific communication needs, and goals can be addressed with clear audience data and a strategic communication plan including:

- A target audience persona based on primary data.
- Successful communication tactics to reach and target preferred audiences.
- Evidence based strategies to build engagement and community with target audiences.

RESEARCH METHODS

Researchers used both primary and secondary methods to answer research questions and develop recommendations. A mix of qualitative and quantitative data sets were coded and analyzed to develop evidence-based findings and conclusions.

Primary Research

A shortage of nurses in rural areas is an ongoing issue only exacerbated by the complex and challenging nature of the current healthcare environment (Kosteniuk, et al., n.d.). Given the significant role nurses play in delivering rural health care, a sufficient workforce is essential; however, maintaining this workforce is challenging. Understanding nurses' experiences, interests, and values working in rural hospitals around the Mountain West is critical to inform job satisfaction, recruiting, and retention strategies for nurses with a wide range of essential care skills within these rural areas (Rosenvall, n.d.).

Megan Bailey, manager of Regional Network operations, provided the initial information needed to assess and determine the needs of the UUHRN hospitals in interviews and email correspondence. UUHRN websites and publicly posted UUHRN information contributed to the primary data. A nine-question, anonymous, online survey was designed and disseminated to gather primary research on values, motivators, preferences, and interests among the UUHRN and U of U Health nurse population. The survey audience make-up was statistically similar to a recent National Sample Survey of Registered Nurses and research questions were designed to establish the motivating influences of nurses regardless of their role (NSSRN, 2021).

The research team conducted focus interviews with a wide range of nurses within the target clinical care demographic. These interviews and conversations allowed the team to collect key word data and themes relevant to their values, motivations, and concerns, as well as preferred access points to information about career interests and job opportunities.

Secondary Research

Study data and research about effective communication methods within clinical care audiences on digital platforms contributed to the research team conclusions. With limited resources for promoting themselves, the network cannot rely on paid media for visibility and connection with target audiences. Therefore, secondary research and best practices for organic visibility strongly influenced study recommendations.

Visibility and awareness are a critical part of reaching new audiences, exposure to clients, potential employees, partners, and investors. The University of Utah Health Regional Network supports rural areas in the Mountain West that can be isolated and loosely populated with an aging demographic with a wide range of health concerns. The UUHRN must continually work to retain employees as well as bring in new clinical care providers to replace a workforce that is also aging.

The research team collected secondary data from scholarly articles, analysis of online nursing content, and data from reputable healthcare and government sources. Collateral and content from nursing programs also provided material for comparison to similar Regional Network programs. Best practices from digital marketing platforms and experts were also considered and applied to the research team's understanding and communication recommendations. Case studies of organizations that have successfully increased reach and engagement were reviewed for applicable communication strategies and best practices, these included: social media, digital mediums, and available analytic tools.

The obstacles that hinder the mission of the UUHRN are not unique to the geographic area served by the network; data related to how other organizations and stakeholders have effectively used communication informed recommendations for strategies (University of Utah Health Regional Network, 2021). Collateral and content from nursing programs also provided material for comparison

to similar Regional Network programs. Best practices from digital marketing sources were also considered and applied to make recommendations in addition to case studies of organizations that have successfully increased reach and engagement with their communications. Platforms and channels that were reviewed for applicable communication strategies included: social media, digital mediums, mail, newsletters, and analytic tools.

RESEARCH FINDINGS

The Regional Network clients have told us, the research team, that attracting and retaining an experienced workforce is essential, and maintaining this workforce is challenging. Understanding the experiences of nurses working in rural hospitals is critical to achieve the engagement needed to connect with this key audience. Developing an accurate persona of their target audience is needed to explore themes related to the work, values, and experiences of clinical care professional in rural communities.

The UUHRN Target Persona

The research team examined the data collected to define the primary characteristics of the target audience or "persona" that the Regional Network would like to reach. The findings of the surveys and interviews were used to develop a persona of clinical care providers working in rural communities. The values that emerged from this persona include an appreciation for community, inclusion, responsibility, and integrity (Appendix C & G). The Regional Network Nurse Persona is summarized in Appendix A.

The target persona can be a tool to align communication efforts and reach a more receptive and engaged audience (Titler, 2008). The persona identifies key characteristics and goals that impact nurses today (Appendix A), within health care environments across the US as well as rural Western communities.

The current disruptions and threats to rural healthcare, along with nursing shortages, are a strong reason to invest in the UUHRN online presence and will enable them to capitalize on any opportunities in the clinical care workforce. The UUHRN needs to double their efforts to obtain visibility and engagement with these critical audiences (Univeristy of St Augustine for Health Sciences, 2021). Sharing and communicating the values, mission, and vision of UUHRN with healthcare workers and nurses will attract those experiencing burnout and looking for a change that could improve their lifestyle. Recent data indicates that 22% of nurses reported they are looking to leave their current position; this represents a substantial opportunity to promote a move to rural areas (Berlin, Lapointe, Murphy, & Viscardi, 2021).

Community

Lifestyle, a sense of community, and the slower pace of a rural area are influential to our target persona and others looking for life change. Many nurses who live in a rural area are there due to proximity to family and because it may be their area of origin. In the current climate, many respondents report shifted priorities; some nurses who have not spent the majority of their life in rural settings want a better lifestyle. The benefits of rural areas are associated with higher quality of life, access to hobbies, relaxed work dynamics, and community benefits, which are consistently top

motivators for healthcare providers in today's workforce. In the survey, this was the second highest value for nurses, at 34% for the environment or practice location.

One nurse who is looking to move from the Salt Lake Metro area to rural area noted the dramatic change that re-locating to a less populated region with fewer services would have on her life. She said:

"It would be a lifestyle change to move to a rural area but one I am willing to accept and do. Life is the priority." - Nurse looking to locate to a rural area from SLC Metro area

Another nurse who relocated from LA county to rural Utah community noted that the mission of health care professionals is to provide care for all who need it.

"Working in a rural community goes back to why I started nursing in the first place. People here have big hearts; this is a generous and big-hearted community." - Relocated nurse from LA County to a rural Utah community.

The majority of nurses surveyed stated that they did not have strong feelings about the UUHRN programs; however, a significant percentage (23%) said they were very likely to recommend the programs to others. The data shows that most of this audience can be influenced by incorporating more CME content and increasing partnered communication about programs using hospital internal communication channels (46%). Many nurses surveyed (42%) also like the accessibility of email newsletters for information.

Pay

Pay was the top motivator for nearly all nurses interviewed, making it a key theme for the target nurse persona. Travel nurses place a particularly high emphasis on pay; it is the number one decision-maker when choosing to take a contract. A travel nurse of over 20 years who participated in the survey stated, "My first priority is always show me better pay." Tuition reimbursement and other incentives were also mentioned as significant motivators in regard to pay. While nurses have an assortment of values, they expect fair compensation.

Job Opportunities

Survey data showed some degree of variation across the nurse audience, but most questions had two answers that were agreed upon by the majority of those surveyed. This was the case when 50% surveyed said that they access information from the American Nurses Association (ANA) and 42% also use Health Care websites targeting clinical providers. Nursing Facebook groups also had strong participation at 34%.

The nurses interviewed stated that they would reach out to recruiters, individual hospital websites, colleagues, and job listings for information on job opportunities. Most did not utilize social media sites (SMS) for this level of information but did follow SMS for nurse humor.

Work Environment

The "work environment", and all that it includes, is a strong influence on a nurse's level of satisfaction in their practice of clinical care. Nurses have a wide range of values, but the data indicated that overall, management or leadership support was the most valued (42%). Travel nurses cited the benefits of not being involved in "nurse drama", at the team and administrative level and the appeal of nursing while leaving the politics behind. Another motivator for travel nurses is the ability to control where and when you work (choose to accept a contract) and when you don't. This theme also carried through when nurses ranked their personal needs, with lifestyle (38%) and schedule flexibility (34%), which can often be influenced and controlled by hospital administration (Appendix H) .

Patient to nurse ratios were a frequent concern raised in conversations with nurses. Some interviewees cited the lack of unions in much of the Mountain West as a negative influence that affected their personal decision making. Without the support and regulation that unions can provide, nurses are prevented from collective bargaining. This results in an inability to regulate the ratio of nurses to patients, affects burnout rates, personal satisfaction, and quality of patient care.

Another nurse cited that she "had done the trauma jobs and am ready for more rest". Those desiring flexibility in their role believed that "working in a rural hospital is better. The nursing is the same, but they have a different mindset. They approach life differently." Other influential factors include scheduling options, a more relaxed pace, and supportive staff and managers.

Internal Communication

The Regional Network has a diverse approach to communication, both internally and externally. A well-developed and implemented external communication program has a positive impact on a company internally as well. Holzer, Batt and Bruhn confirm this by stating: "However, it is known that a company's external communications, which are primarily directed at consumers, are also meaningful to the company's employees" (2015).

External Communication

We found the UUHRN website, social media platforms, and public program report useful primary research sources and overall documented inconsistent visual communication and design across multiple channels. Researching the client's social media platforms revealed that posting is inconsistent and infrequent, leading to low engagement and followers. Rates of reach spiked (calculated by averaging the 3 and 4 posts between January to October of 2021) by 43.3% on Facebook and 94.2% on Instagram. Each apparent spike directly correlated to days those posts were made on each platform, accessed by viewing the social media analytics.

Research indicates that nonprofits (like the client) need more than just communications tactics to achieve market visibility. To really achieve success, "You need real strategy. You need planning, you need adequate resources, including time and talent. You need to view marketing as an essential, valued function" (Miller, 2021, p4).

RECOMMENDATIONS

Existing Opportunities

The research team recommendations focus on developing and increasing strategic messaging to improve visibility for UUHRN, which will result in more effective engagement with target audiences. The Regional Network has the challenge of promoting itself in a highly competitive healthcare job-market where for-profit hospitals can pay for expensive marketing campaigns and content creation. Creating a strong community of clinical care employees that know, support, and advocate for the Regional Network initiatives will organically lead to increased visibility of the programs and potential recruitment of non UUHRN hospital employees. The tactics to provide these desired outcomes include:

Internal Engagement

The research team recommends the Regional Network incorporate strategies to increase high-quality communication and a sense of community within the existing UUHRN workforce. Increasing employee engagement throughout the rural network will yield higher morale, better retention and employment endorsements from existing employees. The combined reach of six independent hospitals within the

University of Utah Regional Network creates inherent potential for a strong community with current employees. Tactics to improve internal engagement include:

- Create and utilize consistent communication channels for operational updates and CME opportunities for internal and external audiences.

- Develop and distribute a monthly newsletter and blog, that includes personal stories to promote a feeling of inclusion and shared understanding within the target audience (Dewhurst & Fitzpatrick, p 221). Personal content will provide a window for nurses to see how their roles impact the organization, teams, and patients.

- Conduct "stay interviews" to influence programs and communication needs (SHRM, 2021).

- Develop onboarding questionnaires to gather data for creating content that will be influential.

The information gathered through the stay interviews, onboarding questionnaires, and other methods of communication should be utilized to develop engaging narratives for the newsletter and other social media site content.

Collaboration

Collaboration with like-minded groups and organizations is recommended to the UUHRN to expand the reach of messages and communication. Research indicates that partnering with similar organizations, such as the Utah Rural Independent Hospital Network (URIHN), can increase visibility and opportunity to connect with a wider audience (Chung). The URIHN has active Facebook groups that allow posts related to their mission; collaborating on posts provides increased visibility among a previously unseen group. Collaborations with hospitals and networks that have similar missions, including independent Regional Network Hospitals, creates unity and provides engaging content. Both CME and personal stories were topics that survey respondents indicated they were most interested.

Content Strategy

The research team recommends a thoughtful content strategy designed around the desired outcomes of UUHRN content, what content is most likely to achieve those goals, and how to best share the content. To be effective, the UUHRN content and messaging must create interest and provide value for the target audience, represented by the nurse persona (Appendix E).

K.L. Miller, in his 2021 guidebook series focused on non-profit marketing stated "Marketing is about the value exchange. You have to know who you are talking to, what messages will resonate with them, and the best ways to deliver those messages. Communication is all of the content you create and your plan to distribute that content that content in order to maintain relationships." He contends that every nonprofit has a need for both to grow and reach their goals (2021, p.15).

The goals of the Regional Network require a content strategy that incorporates social media channels, blog content, and digital communication along with internal communications. A team of collaborators across all UUHRN hospitals will need to actively seek-out content contributors and employees that have a strong online presence who will represent the UUHRN well. Content valued by the target audience can be customized for each channel, taking one message and magnifying it's reach and impact across demographic and geographic targets.

Social Media

Strategic social media posts, messages, and audience targeting is advised by the research team. Data indicates that nurses are frequent consumers and users of social media which makes them ideal channels to reach target Regional Network audiences (Appendix C). Tactics to create a vibrant social media presence with a growth strategy include:

- Facebook, Pinterest, and Instagram showcase. Images like those crafted for the Regional Network in Appendix B show a consistency in design and brand presence while also addressing values and interests of the target audience. Facebook and Instagram Live video features can be utilized for CME events. Regularly cadenced posting and interactions on these platforms will drive higher algorithmic returns and engagement (Ruskar, 2021, pg. 280).
- Use a content calendar and schedule posts; the Regional Network can use this tactic to bring consistency to their social media accounts. Over time consistency will contribute to the development of a reliable community of online peers. sharing personal nursing and patient stories (protecting anonymity), nursing tips, and other unifying messages. A sample content calendar outline is available in Appendix F.
- Recruit and mobilize influencer's: The UUHRN social presence should be authentic; a nurse or marketing intern with interest in content creation and social media marketing could execute much of the work needed to grow account following while remaining on brand.

Social media provides effective marketing tools to target rural areas and audiences that support patient care. Social media is constantly changing; the Regional Network communication team must stay up to date on best practices. Online resources that will support effective engagement for social media accounts are outlined in Appendix D.

Blog

A clinical care blog that represents the mission of the UUHRN is recommended by the research team. Blogs are an ideal communication vehicle to address the priorities of clinical care providers, the priorities of rural hospitals, and goals of Regional Network programs. They are also a highly accessible resource for tips, challenges, stories, and support and attracts a like-minded following that can become a place where people can connect. New nurses and other clinical care providers can have unique questions about their work. These "commonly asked questions" and "tips and tricks" should be inspiration for blog content that will be valued by Regional Network target audiences. There are many "hot topics" in healthcare that can be looked at from a rural healthcare perspective. UUHRN sample content images and ideas are outlined in Appendix E. The target audience should be considered and asked for suggestions when developing a content strategy.

Email Newsletter

Email marketing services offer an efficient and measurable tool to send bulk emails, like a UUHRN newsletter or an alert to subscribers about opportunities for CME. Nurses could opt in from an online form or opt out of these emails through a one-step unsubscribe link provided in the email. There are some risks that come with using bulk messaging tools; it is important to set a schedule for communication that can be expected on a regular cadence.

The Regional Network email or newsletter subscribers should also be surveyed regularly to asses their communication preferences and interests to drive content topics. Asking questions and listening to the target audience needs will cement UUHRN as a trusted communication partner.

CONCLUSION

The research team has concluded that the Regional Network has an opportunity to increase visibility and reach within their target demographic with the use of marketing and communication strategies. Many nurses are seeking a network of peers, and some are even looking for a change. Engagement with these audiences will support retention and recruitment efforts and will be more successful when content addresses the motivations of nurses. The research informed the recommendations made to combine best practice with collaboration, social media use, and internal engagement strategies. Recommendations for content and collateral developed for the Regional Network include a content

calendar (Appendix F), sample social media images (Appendix B), blog content examples (Appendix E), marketing resources (Appendix D), and rural nurse persona (Appendix A), provide a pathway to building an effective and strong brand presence.

These recommendations provide the foundation to build a multi-channel communication strategy for the Regional Network. When implemented, using current best practices for each platform, visibility and interest in the UUHRN will increase. Suitable content and posts promoting programs desirable to the target audience will organically grow an engaged community of clinical care providers.

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APPENDICES

APPENDIX A — UUHRN Target Market Persona

Persona Sue, RN

"In rural areas, we serve everyone... from patient needs to community needs."

Age: 40-50
Location: Rural Intermountain West
Specialty: Registered Nurse (RN)
Income Level: $68,870*
Education Level: Bachelor of Science in Nursing
Married: yes
Children: yes

Profile

Sue spent 20 years as an ER nurse in Southern CA, due to 'burn-out,' she and her family sought to move to rural Utah. She finds that in rural areas, you serve everyone, and the work is very fulfilling. She also feels she receives much more respect and support from the Drs and a generous and big-hearted community.

Goals
- Career Growth
- Mentorship
- Safety
- Respect & Trust
- Growth Knowledge
- Community & Friendship

Personality
- Generous
- Responsible
- Helping
- Fun
- Integrity
- Giving
- Passionate
- Optimistic
- Extrovert

Frustrations
- Ratio of Patients/Nurses
- Cost of Living
- Attrition in Workforce
- Patient Personality/Attitude
- Lack of Resources

Behaviors
- Adventure
- Better Living
- Respect & Support from Drs
- Determined
- Compassionate
- Driven
- Tenacious
- Energetic
- Outdoors
- Rural Lifestyle
- Family Oriented

Motivations
- Work/Life Balance
- Helping People
- Contribution/Legacy
- Passion & Adventure

Communications
- Social Media
- Blogs
- Hospital Intranet
- Nursing Association Affiliations

Persona Demographics

Rural Licensed Practical Nurses (LPNs)
According to a report from HRSA, The U.S. Nursing
Workforce: Trends in Supply and Education (2013)

Rural RNs are:

About 24% of the RN workforce – From 2008 to 2010,
there were 690,000 RNs in the nursing workforce. Of that
number, 166,000 lived in rural areas. Thus, RNs are
disproportionately employed in rural areas.

More likely to be white – 83.2% of rural RNs are white,
compared with 56.9% of RNs in urban areas.

Less likely to work for a hospital – 28.8% of RNs working
in rural areas are employed in hospitals, compared with
29.5% of urban RNs.

Same age as urban LPNs – The average age of both rural
LPNs and urban LPNs is 43.6.

Demographics:
Average Age: 48-50
Female: 90.4%
Male: 9.6%
Minority RNs: 26.7%

Median:
Average RN Salary: $73,300

Idaho:
Average RN Salary: $69,480

Montana
Average RN Salary: $69,340

Utah
Average RN Salary: $67,970

Wyoming
Average RN Salary: $68,690

Nevada
Average RN Salary: $88,380

Work Environments:
Hospital: 60%
Ambulatory: 18%
Nursing and Residential: 7%
Government: 5%

Education:
Bachelor's Degree (Nursing)

Number of Jobs:
(2018) 3,059,800

Employment Growth:
2018-2030 = 12%

Persona Secondary Data

Aim
Using empirical data from primary data sources (survey and interviews), create a persona specifically for an RN working and living in a rural community.

Background
Nursing shortages in rural areas are an ongoing issue. Given the significant role nurses play in delivering health care to rural communities, attracting, and retaining an experienced workforce is essential. However, maintaining this workforce is equally challenging. Understanding nurses' experiences working in rural hospitals is critical to inform job satisfaction and staff retention strategies.

Evaluation
An integrative review was conducted. Six primary origins related to the experiences of nurses working in rural communities were explored: Goals, Personality, Frustrations, Behaviors, Motivations, Communications.

Results
Four prime characteristics emerged: (a) Community; (b) Generosity; (c) Responsibility; and (d) Integrity.

Conclusion
There is a need for better research and opportunities for nurses to explore and experience working in rural hospitals and living in rural areas and its impact on job attraction, satisfaction, retention, and serving the community.

Implications for Nursing Recruitment for Rural Health Care Communities
This persona highlights some key characteristics impacting nurses' working in rural hospitals. Nurse managers and administrators can use the characteristics of this profile to recruit nurses and to develop targeted employment tactics in these much-needed areas.

The persona provides an opportunity to better align recruitment efforts and to target a more receptive and passionate audience. The persona offers a best practices recommendation for the creation and continuation of an area of nursing within both the work environment and the community they live in.

APPENDIX B — Social Media Images

UUHRN Blog, Instagram, Facebook Events, Pinterest

APPENDIX B — Social Media Images (Continued)

UUHRN Blog, Instagram, Facebook Events, Pinterest

APPENDIX B — Social Media Images (Continued)

UUHRN Blog, Instagram, Facebook Events, Pinterest

# APPENDIX C — Survey and Interview Results

Key Words

Frequency of Key Word Themes in Primary Interview Data

Theme	Frequency
Community & Friendship	16
Passion & Adventure	14
Character: Generosity, Responsibility, Integrity	13
Quality of Life — Cost of Living	12
Contribution & Legacy	8
Community, Environment, Location	7
Helping People	7
Ratio of Patients/Nurses	7
Fun	7
Service	7
Growth, Knowledge, Respect	7
Work/Life Balance	6
Autonomy & Trust	6
Respect & Support from Leaders/Docs	6
Safety	5
Attrition in Workforce	5
Patient Personality/Attitude	5
Career Growth & Mentorship Opportunities	4
Better Living, Proximity, Commuting	3
Recruiter	2

Median Frequency = 7.35

Keyword Coding — Nurse Primary Research

- Family/Location — 20.5%
- Community/Team — 17.9%
- Work-life Balance — 12.8%
- Professional Growth — 15.4%
- Support/Trust/Autonomy — 20.5%
- Flexibility — 2.6%
- Giving Back — 10.3%
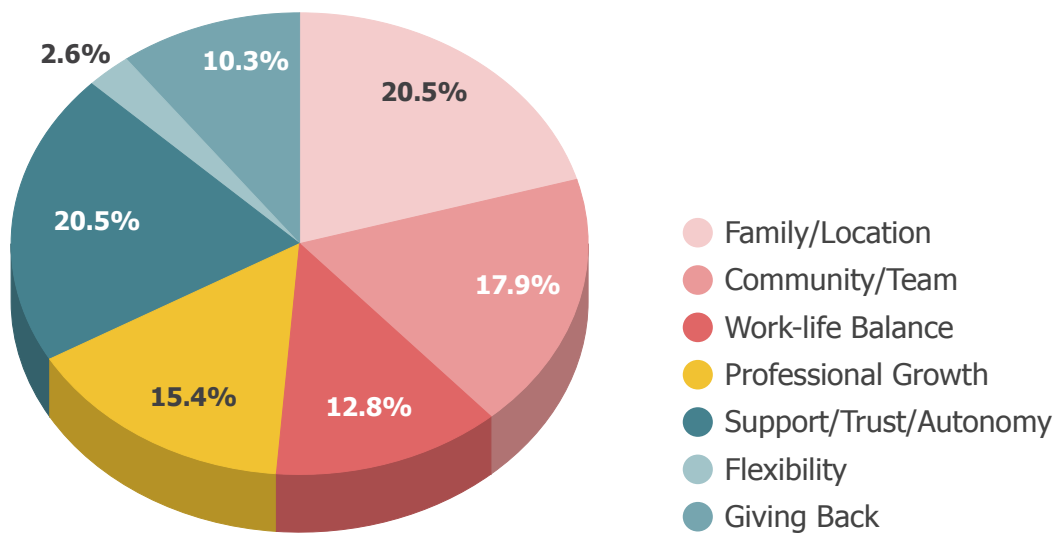
Key Word Themes

Interview Key Word Data — Coded

- Leadership
- Culture
- Structure
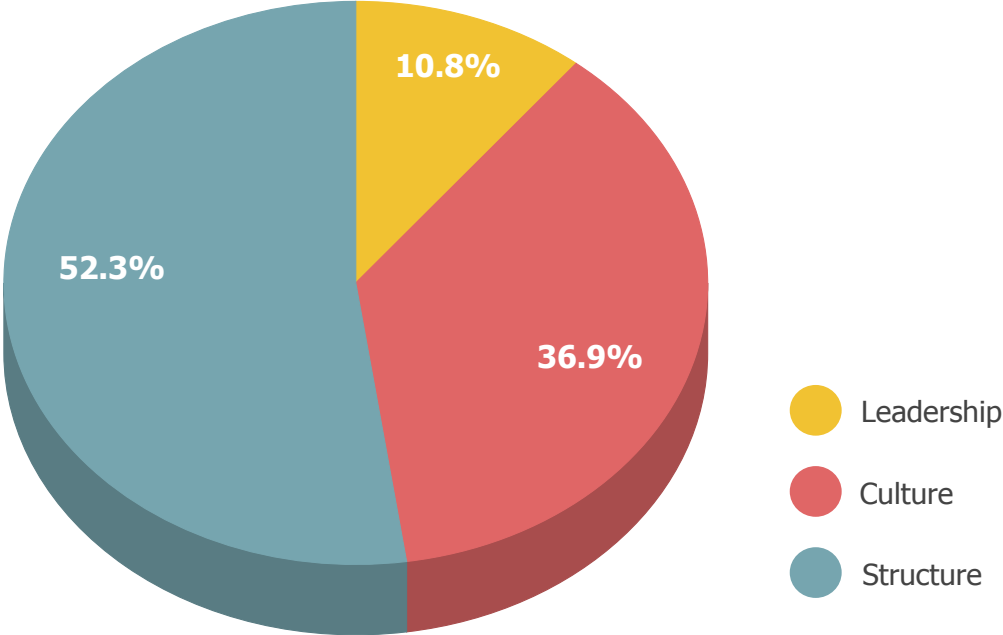
APPENDIX D — Social Media Resources

Tips & Tricks

REGIONAL NETWORK
Tips & Tricks

For Social Media

1 Progress on social media comes from consistent posting and engaging with followers and related content and partner accounts

2 Consistency in posting applies to timing, branding, storytelling, and authenticity

3 Try to follow best practices for each platform (most Facebook and Instagram posting can be utilized on both platforms)

4 Boost posts and monitor best times to post. Every post on any platform yields more engagement and opportunity

5 Utilize a third-party app for posting: Sprout Social, Hootsuite, Later

6 Look up and use the most followed nurse-related hashtags

7 Utilize content and Influencers that already exist in your network, personal nursing and patient stories, and CME opportunities

8 All communications should be created with particular (targeted) groups in mind

9 Focus on specific groups of people (target persona) and work towards communicating with them in ways that connect with their particular needs and values

10 Regularly review current best practices: Forbes- Best Practices for engaged online communities

LINKS TO OTHER RESOURCES

- Hootsuite - Third party content calendar and auto posting
- Later - Third party content calendar and auto posting
- Repost - Third party app that can repost engaging content from anyone within the network
- Low workload, high engagement yield. Utilize this app for when you are lacking original content.

APPENDIX E — Social Media Content

Topics for Target Audience

REGIONAL **NETWORK**

Content for the UUHRN Target Persona

SAMPLE TOPICS FOR TARGET AUDIENCE

- Travel Nursing
- Why I Nurse the West- Personal stories
- Tip and Tricks for new grads
- Better patient experience
- Resiliency
- Recognizing intimate partner violence
- Recognizing addiction
- CME
- RN to BSN
- How to handle a code calmly
- Nursing experiences
- Confidence at the bedside

- Experiences nursing you should note
- Touching nurse memes
- Featuring UUHRN nurses
- Funny nurse content
- Nursing in the media
- Uplifting messages
- Connection-building
- Best practices in the ICU
- Nurse advocacy
- Climbing the clinical ladder
- Expand your horizons
- De-escalation

EXAMPLES FOR BLOG HEADERS/IMAGES:

Pics from Thinkbird: 11 Nurse Practitioner Social Media Accounts You Should be Following

How Does Travel Nursing Work?

Tips for Improving Patient Experience
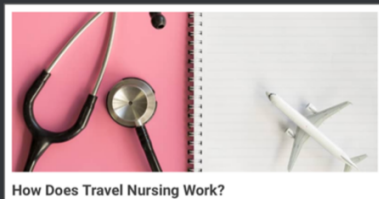
APPENDIX F — Content Calendar

Template Examples

						KEY:
JANUARY 2022			**REGIONAL NETWORK**			SM Re-Post
						Campaign
						Nurse Humor
						Video or Live Update
						Blog Post
						SlideShare
						Inspirational Post
						FB— Event Calendar
						Other

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	1/1/22 SATURDAY
2 SUNDAY	**3 MONDAY**	**4 TUESDAY**	**5 WEDNESDAY**	**6**	**7**	**8**
		Social Media-REPOST				
		Social Media Blog Post				
	CME EVENT SERIES	CME SOCIAL	CME SOCIAL	CME TESTIMONIAL	CME EVENT REMINDER	
9	**10**	**11**	**12**	**13**	**14**	**15**
		Video		AMA RE-POST		
	SM- LINK TO BLOG	ECHO Series	Covid Update	MFM CME	CME EVENT REMINDER	
16	**17**	**18**	**19**	**20**	**21**	**22**
	Covid Update	FB EVENT POST	FB EVENT POST	Nurse Humor		
23	**24**	**25**	**26**	**27**	**28**	**29**
		Video			AMA RE-POST	
	ECHO Series	ECHO Series	Covid Update	Nurse Humor		

APPENDIX F — Content Calendar (Continued)

Template Examples

Social Media Post Details — Weekly							
DAY	DATE	TIME	MESSAGE	LINK	CAMPAIGN	IMAGE	Post Confirmed
MONDAY							
IG						Paste a web link to your image (size: 600 x 900 pixels)	
FB						Image	
Pinterest							
Twitter							
Other							
TUESDAY							
IG							
FB							
Pinterest							
Twitter							
Other							
WEDNESDAY							
IG							
FB							
Pinterest							
Twitter							
Other							
THURSDAY							
IG							
FB							
Pinterest							
Twitter							
Other							
FRIDAY							
IG							
FB							
Pinterest							
Twitter							
Other							
SATURDAY							
IG							
FB							
Pinterest							
Twitter							
Other							
SUNDAY							
IG							
FB							
Pinterest							
Twitter							
Other							

CONTENT TYPE	TITLE	LINK	INTERESTING SNIPPET	IMAGE	EXPIRATION
Website Page				TBD	
Blog Post				TBD	
Template				TBD	
Website Page				TBD	

CONTENT CALENDAR RESOURCES

- Hootsuite - Third party content calendar and auto posting
- Later - Third party content calendar and auto posting

APPENDIX G — Coded Primary Research Data

ORGANIZATIONAL COMMUNICATION

Data Mining: Nurse Primary Research

CULTURE	LEADERSHIP	STRUCTURE
Community	*Physicians*	*Duties*
• Small community, close-knit. • Good value system. • Feel connected and cared for by the people • Great environment, culture, and values • Everyone want so help others • Sense of community in a rural area • Giving back • Big hearts • Thankful community, lots of needs • Expectations are different in a rural area • Less educated about COVID; more stressful for healthcare	• Hard to get respect from doctors; have to work really hard. *Management Impact* • Supportive, uplifting and helpful management highly valued. • How does management treat and support employees? factors in changing jobs • Leadership more supportive in a smaller setting, have your back.	• High-risk job duties • Burnout and trauma • Staffing shortages; increase in workload • Lack of necessary resources • Loss of experienced nurses • Not enough staff and resources to meet needs • Ratio changing due to staffing issues • Same nursing duties everywhere • less autonomy in certain areas • can't have as much autonomy with job due to laws in Utah, some states
Work Environment	*Travel Nurses*	*Incentives*
• Friendly, open, helpful teams • Trust co-workers and leaders • Good work environment • Enjoys unit • Amazing team • Opportunities for growth • Thankful patients-give back to the people who need help (why she started nursing) • Trust and collaboration-easier to make friends in a smaller hospital • Social media: follows for nurse humor • Recommendations from other nurses to find other opportunities	• Nursing has a lot of politics with leadership • Travel nurses trust their recruiters • No one has power over a travel nurse. Get in, get job done, leave.	• Ratio and union protections • Compensation and tuition reimbursement • PAY • Pay is top factor • Travel nursing pays the best and that is the top reason to do it • LOCATION • Location of rural hospital is important • Flexibility and location • close to family, home is top factor • Family needs, location • Rural location and lifestyle • location, pay, job description • unionized protections • job flexibility • retraining support, benefits, location, small hospital • advancement opportunities and strong team format • Work incentives, seniority healthcare discounts • professional growth opportunities • Exposure to other duties, shifting specialties • Travel nursing: flexible schedule, more control over schedule • Smaller hospital size
Rural Hospital		
• More relaxed • Slower pace in a smaller hospital • Higher quality of life • Would be flexible with specialty for a rural location • Larger hospitals are more isolating • Stress due to lack of communication on		
Drama		
• Travel nursing-get in and get done, no drama or politics. • Politics and drama are a part of the culture of nursing. • Travel nursing has less drama-not part of the hospital.		

APPENDIX H — Primary Data

Nurse Survey

`Active` October 7th, 2021

17 Responses | What influenced you (or would influence you) to work for a hospital in the Regional Network?

Email Address	First Name	Last Name	Responses	Response Date	
Anonymous			My hospital is close to family and a smaller size unit.	October 30th, 2021 at 10:22 pm MDT	...
Anonymous			n/a	October 30th, 2021 at 9:06 am MDT	...
Anonymous			Opportunity to grow professionally	October 29th, 2021 at 8:39 am MDT	...
Anonymous			Not interested in moving to another hospital.	October 27th, 2021 at 10:38 am MDT	...
Anonymous			Proximity to my house, while I was ready to be done with travel nursing.	October 25th, 2021 at 9:18 pm MDT	...
Anonymous			close to home.	October 25th, 2021 at 8:42 am MDT	...
Anonymous			Good retraining support for a returning nurse, Good benefits, good work environment, close to home, county-run hospital.	October 25th, 2021 at 6:35 am MDT	...
Anonymous			Location while my husband is still in school.	October 25th, 2021 at 2:55 am MDT	...
Anonymous			location of job near spouse's employment and nurse/pt ratio and environment	October 23rd, 2021 at 2:24 am MDT	...
Anonymous			Nothing	October 22nd, 2021 at 1:19 pm MDT	...
Anonymous			Location first, I want to work in an area I enjoy living. Then pay, and then job description. I want to work on a unit I enjoy.	October 22nd, 2021 at 11:09 am MDT	...
Anonymous			Location of hospital	October 19th, 2021 at 3:47 pm MDT	...
Anonymous			It's the only ER in Helena and I didn't want to uproot my family a d move. Also, the team is amazing nd ED management is highly supportive, uplifting, and helpful.	October 18th, 2021 at 3:23 pm MDT	...
Anonymous			The main influence was finding a network close to my family. If I were looking for a job change I would take into consideration the Administration looking at how they treat and support their employees.	October 18th, 2021 at 11:07 am MDT	...
Anonymous			I like living in this area. This is the only acute care hospital in the area, so I had to work here. I do like the pay and the fact that we are unionized so that we can expect consistent pay increases and protections.	October 14th, 2021 at 2:04 pm MDT	...
Anonymous			Flexibility in the workforce not doing the same things every day, advancement opportunity and a strong team format.	October 14th, 2021 at 11:40 am MDT	...
Anonymous			more work incentives, like use of seniority, discounts for health care	October 13th, 2021 at 1:54 pm MDT	...

23

APPENDIX H — Primary Data (Continued)

Page Title: Nurse Survey
Campaign Type: Survey Page
Published Date: October 15, 2021 at 10:03:38 AM
Expiration Date: April 7, 2022
Survey Page URL: https://lp.constantcontactpages.com/sv/U491vjK/Nursing

Desktop 44%
Mobile 56%

Reporting

Starts	Submits	Submission Rate
49	9	18.37%

MULTIPLE CHOICE

How many years have you been practicing as a nurse (post nursing school)?

Showing the most recent responses to the question. See all responses here.

1 - 5 Years	3 (33.33%)
5 - 10 Years	3 (33.33%)
10 - 20 Years	1 (11.11%)
20+ Years	2 (22.22%)
Other	0 (0%)

Total Responses 9

MULTIPLE CHOICE

What is your highest level of certification?

Showing the most recent responses to the question. See all responses here.

MA	1 (11.11%)
RN	2 (22.22%)
BSN	5 (55.56%)
APRN	0 (0%)
Other	1 (11.11%)

Total Responses 9

CHECKBOXES

Which websites do you visit to explore nursing-related career opportunities?

Showing the most recent responses to the question. See all responses here.

Websites of hospitals in my area	6 (66.67%)
Social media sites that promote nursing jobs	2 (22.22%)
Nursing-specific job boards: NurseFinder, HealthCareers, RNwanted, etc	2 (22.22%)
Job posting sites: Glassdoor, Indeed, ZipRecruiter, LinkedIn, etc	5 (55.56%)
Other	2 (22.22%)

Total Responses 9

CHECKBOXES

Select any of the following that you regularly use to access nursing related content.

Showing the most recent responses to the question. See all responses here.

Independent Nurse Blogs	2 (22.22%)
Nurse.com	2 (22.22%)
American Nurses Association (ANA)	5 (55.56%)
Health Care Provider Websites	4 (44.44%)
Nursing Facebook Groups	2 (22.22%)
Other	4 (44.44%)

CHECKBOXES

What nursing-related content are you most likely to be interested in?

Showing the most recent responses to the question. See all responses here.

Personal nursing stories	3 (33.33%)
Content offering Continuing Medical Education (CME)	9 (100%)
Personal growth and resiliency	6 (66.67%)
Patient care stories and care-related content	2 (22.22%)
Other	1 (11.11%)

RANK ORDER

Meeting the needs and expectations of practicing nurses is important to retention. Rank the following in order of importance to you with 1 being the most important. (i) Total score

Lifestyle (cost of living compared to compensation)	49
Schedule flexibility	41
Continued training and licensing support from employer	35
Opportunity to "float" or provide complex care	28
Praise and Recognition	27
Other important factor not listed	9

Response	Average rank	Ranked 1	Ranked 2	Ranked 3	Ranked 4	Ranked 5
Lifestyle (cost of living compared to compensation)	1.6	5 55.55%	3 33.33%	1 11.11%	0 0%	0 0%
Schedule flexibility	2.4	2 22.22%	4 44.44%	1 11.11%	1 11.11%	1 11.11%
Continued training and licensing support from employer	3.1	1 11.11%	0 0%	5 55.56%	3 33.33%	0 0%
Opportunity to "float" or provide complex care	3.9	0 0%	1 11.11%	2 22.22%	3 33.33%	3 33.33%
Praise and Recognition	4	1 11.11%	1 11.11%	0 0%	2 22.22%	5 55.56%
Other factor not listed	6	0 0%	0 0%	0 0%	0 0%	0 0%

MULTIPLE CHOICE

How likely are you to recommend CME and additional nursing education to other nurses?

Showing the most recent responses to the question. See all responses here.

Not at all likely	1 (11.11%)
Not likely	1 (11.11%)
No opinion	3 (33.33%)
Likely	1 (11.11%)
Very Likely	3 (33.33%)

Total Responses 9

RANK ORDER

Some aspects of satisfaction in the workplace are intangible. Rank the following in terms of their value to you, with 1 being the most important. (i) Total score

Management/leadership support	39
Location/environment	31
Mentorship	24
Community and patients	20
Career growth potential	19

Response	Average rank	Ranked 1	Ranked 2	Ranked 3	Ranked 4
Management/leadership support	1.7	4 44.44%	4 44.44%	1 11.11%	0 0%
Location/environment	2.6	3 33.33%	1 11.11%	3 33.33%	1 11.11%
Mentorship	3.1	2 22.22%	1 11.11%	2 22.22%	2 22.22%
Community and patients	3.6	0 0%	2 22.22%	1 11.11%	3 33.33%
Career growth potential	3.9	0 0%	1 11.11%	2 22.22%	3 33.33%

Total Responses 9

MULTIPLE CHOICE

How would you like to receive information about continuing education and certification?

Showing the most recent responses to the question. See all responses here.

Newsletter/Email subscriber	5 (55.56%)
Social Media (Group)	0 (0%)
I don't want to receive CME-related information	0 (0%)
Hospital internal communications	3 (33.33%)
Hospital bulletin board	0 (0%)
Other	1 (11.11%)

Total Responses 9

Constant Contact Survey Results							
Campaign Name	Nurse Survey						
Survey Starts	92						
Survey Submits	26						
	The National Sample Survey of Registered Nurses (NSSRN), found there were 3,957,661 licensed, registered nurses living in the U.S. in 2019. Roughly 83 percent of them a nursing-related job the previous year. Respondents had an average 18.9 years of work experience, statistically similar to our nurse survey for comparison purposes.						
How many years have you been practicing as a nurse (post nursing school)?							
Answer Choice	Response Count	Response Percentage					
1 - 5 Years	7	26%					
5 - 10 Years	3	11%					
10 - 20 Years	7	26%					
20+ Years	9	34%					
Other	0	0%					
Total Responses	26						
	The RN survey did have a slightly higher level of participation from BSN nurses, but the mix of education was similar to the audience that is served by Regional Network programs.						
What is your highest level of certification?							
Answer Choice	Response Count	Response Percentage					
MA	2	7%					
RN	8	30%					
BSN	14	53%					
APRN	0	0%					
Other	2	7%					
Total Responses	26						
Select any of the following that you regularly use to access nursing related content.							
Answer Choice	Response Count	Response Percentage					
Independent Nurse Blogs	4	15%	**5**				
Nurse.com	4	15%	**5**				
American Nurses Association (ANA)	13	50%	**1**				
Health Care Provider Websites	11	42%	**2**				
Nursing Facebook Groups	9	34%	**3**				
Other	5	19%	**4**				
Total Responses	26						
What nursing-related content are you most likely to be interested in?							
Answer Choice	Response Count	Response Percentage					
Personal nursing stories	11	42%	**3**				
Content offering Continuing Medical Education (CME)	20	76%	**1**				
Personal growth and resiliency	12	46%	**2**				
Patient care stories and care-related content	11	42%	**3**				
Other	2	7%	**4**				
Total Responses	26						
Which websites do you visit to explore nursing-related career opportunities?							
Answer Choice	Response Count	Response Percentage					
Websites of hospitals in my area	17	65%	**1**				
Social media sites that promote nursing jobs	5	19%	**4**				
Nursing-specific job boards: NurseFinder, HealthCareers, RNwanted, etc	7	26%	**3**				
Job posting sites: Glassdoor, Indeed, ZipRecruiter, LinkedIn, etc	11	42%	**2**				
Other	4	15%	**5**				
Total Responses	26						
Some aspects of satisfaction in the workplace are intangible. Rank of the following in terms of their value to you, with 1 being the most important.							
Answer Choice	Average Rank	Ranked 1		Ranked 2	Ranked 3	Ranked 4	Ranked 5
Mentorship	3.35	3 (11%)	**3**	5 (19%)	7 (26%)	2 (7%)	9 (34%)
Management/leadership support	2.00	11 (42%)	**1**	8 (30%)	3 (11%)	4 (15%)	0 (0%)
Community and patients	2.81	3 (11%)	**3**	8 (30%)	7 (26%)	7 (26%)	1 (3%)
Location/environment	2.65	9 (34%)	**2**	3 (11%)	5 (19%)	6 (23%)	3 (11%)
Career growth potential	4.19	0 (0%)	**0**	2 (7%)	4 (15%)	7 (26%)	13 (50%)
Total Responses	26						

1