

# HMG UT Summary of Evaluations

<b>HMG Study 4: Pediatrician Outreach Marketing Strategy:</b>	
<b>Status</b> (select one)	<p><b>Completed</b></p> <p>In process</p>
<b>Study Focus</b> (select one)	<p><b>HMG independent</b></p> <p>HMG in combination with other initiative</p>
<b>Model Relevance</b> (Select one)	<p>HMG Call Center</p> <p><b>Physician Outreach</b></p> <p>Family Engagement</p> <p>Community Outreach</p> <p>Developmental Screening</p> <p>Other (please specify):</p>
<b>Study Framework</b> (Describe each)	<p>Primary research question: This plan focuses on Help Me Grow's Pediatric Outreach. There are many aspects of this marketing plan that can be utilized to achieve the desired impact that Help Me Grow wants to make.</p> <p>Target population: Physicians</p> <p>Sample size (if applicable):As previously mentioned, we spoke with several pediatrician offices to get their appraisal of the interaction with Help Me Grow.</p> <p>Study design: Interviews</p>
<b>Key Findings</b>	<p><i>Please provide a written of key findings and take aways from this study.</i> Help Me Grow has a great deal to offer pediatricians. This marketing plan should provide the resources it needs to flourish in the state of Utah.</p>
<b>Other</b> <i>Please describe other relevant information such as budgets, consults, etc.</i>	<p>Changed in our marketing materials, and new approach to physician outreach.</p>

April | 5

# Help Me Grow

## Pediatrician Outreach Marketing Strategy

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**Table of Contents**

EXECUTIVE SUMMARY .....3  
TARGET AUDIENCES .....5  
POSITIONING .....6  
BRAND VALUE PROPOSITION .....7  
COST/BENEFIT ANALYSIS .....8  
TOUCH POINT ANALYSIS.....8  
BRANDING .....11  
GROWTH PLAN.....13  
METHODS OF ENGAGEMENT .....16  
MONITORING AND EVALUATION .....17  
CONCLUSION .....17

## Executive Summary

Help Me Grow is at a critical and exciting stage in its development. As it continues to expand its network into other areas in the state of Utah as well as in Utah County, it has many factors that it should consider to make this a successful expansion.

The following marketing plan, if used, will be very instrumental in Help Me Grow's expansion. This plan focuses on Help Me Grow's Pediatric Outreach. There are many aspects of this marketing plan that can be utilized to achieve the desired impact that Help Me Grow wants to make. Below is a brief summary of each section.

**Target Audiences.** There are two target audiences that Help Me Grow should focus on: (1) pediatricians and their office staff, and (2) the Utah Chapter of the American Academy of Pediatrics (AAP). Help Me Grow should try to build a strategic partnership with the AAP in Utah, as it could be very helpful in expanding throughout the state.

**Positioning and Brand Value Proposition.** Help Me Grow needs to find a "position" in the minds of the target audiences. When pediatricians have patients that need to be referred to additional services, Help Me Grow needs to be the first resource that they think about. The Help Me Grow Brand Value Proposition must be used to create the position. The Brand Value Proposition should be constantly referred to as Help Me Grow thinks about what it can offer to pediatricians.

**Cost-Benefit Analysis.** We have also included a qualitative cost-benefit analysis. This describes the benefits for pediatricians to work with Help Me Grow as well as potential costs that would deter them. Pediatricians must view the benefits to exceed the costs before they will use the Help Me Grow services.

**Touch Point Analysis.** In this section we present the interactions we personally had with various touch points such as the Help Me Grow call center and the website. We also spoke directly with pediatricians about their experiences with Help Me Grow. Their experiences and comments should provide useful insight into current and future operations.

**Branding.** We have looked at four elements of how to create a strong brand. As a nonprofit, Help Me Grow should consider a few unique aspects of their brand. We have considered brand Integrity, Democracy, Ethics, and Affinity. As Help Me Grow continues to develop a brand, consider these aspects.

**Growth Plan.** We know that Help Me Grow wants to expand throughout Utah. Before reaching out to additional networks, Help Me Grow must ensure that its processes are developed and its services are effective. We believe it is critical that you are able to ensure that the community resources to which clients are referred are high quality resources. Included in this section are strategies about how to help pediatricians start using Help Me Grow and how to ensure maintenance of the brand.

**Methods of Engagement.** Through the right amount of communication with pediatricians in the right way, Help Me Grow can maintain strong ties with these pediatricians. We recommend that the social media outlet Help Me Grow considers is a LinkedIn account.

**Monitoring and Evaluation.** In addition to the current data that Help Me Grow collects, we recommend annual surveys to pediatricians as well as surveying families who use Help Me Grow resources.

## Priority Steps Summary

After going through the marketing strategy process we recommend the following short- and long-term action items that will improve the overall client and pediatrician experience.

**Short-term Suggestions.** These are suggestions that should be taken into consideration prior to marketing Help Me Grow across the State.

- Fix the website to make sure that all the coding is correct and all of links work.
- Help Me Grow needs to separate itself from United Way.
  - Need to secure own phone number so that there is no confusion when people call to get information from Help Me Grow
  - Link to community partners needs to be a Help Me Grow-based website, not United way.
- Online Ages and Stages will allow for an increased amount of data, as it reduces the number of people who forget to send in the questionnaire when its finished. Physicians could also have access to the survey results if it was completed online.

**Long-term Suggestions.** These are suggestions that we feel will help the organizations brand, but are not critical to the short-term success of Help Me Grow.

- Place Help Me Grow information in the newborn packets that are handed out to parents when their children are born.
- Contact the American Academy of Pediatrics Utah Chapter and work to partner with them to contact more pediatricians throughout Utah (Make sure all touch points are fixed prior to doing this).
- Ask physicians to participate by writing posts for Facebook and the blog.

## Conclusion

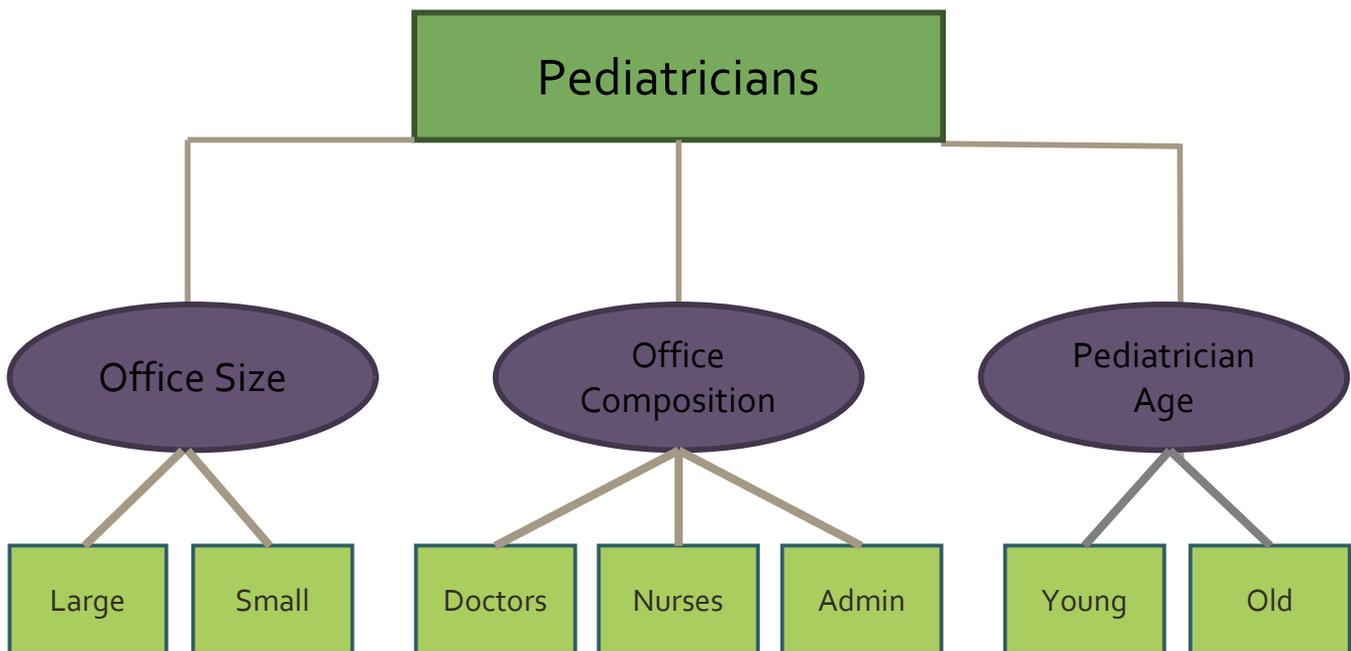
Help Me Grow has a great deal to offer pediatricians. This marketing plan should provide the resources it needs to flourish in the state of Utah.

## Target Audiences

This marketing plan was developed to assist Help Me Grow in targeting pediatricians in Utah, so pediatricians are the main target audience. Throughout the process, however, it became clear to us that the majority of pediatricians in Utah are members of a larger organization, the Utah Chapter of the American Academy. Therefore, by also targeting the Utah Chapter of the AAP, we believe that more pediatricians will hear about and get involved with Help Me Grow. The following section will review the two target audiences described above which are the following: (1) the AAP Utah Chapter and (2) pediatricians.

**Utah Chapter of the American Academy of Pediatrics.** The Utah Chapter of the AAP should be a primary target for Help Me Grow. A strong relationship and endorsement of some sort by AAP would be hugely beneficial because of what Help Me Grow offers to pediatricians. Help Me Grow offers a service, and “services are difficult for target audiences to evaluate because they do not involve products and are not made in advance. Target audiences... **must look to other signs of potential quality.**”<sup>1</sup> Pediatricians would be assured of the *quality* of Help Me Grow if the organization can form a strategic partnership with the Utah Chapter of the AAP.

**Pediatricians.** When targeting Pediatricians, it is imperative that Help Me Grow take into account the entire office and culture. By taking into account the size of the organization, the relationship with the patients, and the different members of the office who interact with the patients, Help Me Grow will better understand how to build lasting relationships with the different pediatric offices. Though the main target may always be the pediatrician, it is necessary to consider all of the different aspects listed above that make up the many pediatric practices located in Utah.



**Office Size.** By analyzing the size and culture of the office it will help to define who in the office is able to make the final decisions on things like flyers in the lobby and follow up appointments with referred specialists, and it becomes clearer with whom Help Me Grow should focus the relationship development. For example, with smaller offices many times the pediatrician themselves may be the best point of contact for

<sup>1</sup> Andreasen, Alan R and Philip Kotler. *Strategic Marketing for Nonprofit Organizations*. Pearson Education Inc., New Jersey; 2008.

Help Me Grow because of their close interaction with a limited number of patients. However, with larger organizations the office administration may become the optimal target because of the large number of pediatricians that make up the practice.

**Office Composition.** As mentioned above, it is often assumed the pediatrician is the best contact for Help Me Grow. Though it may seem like the doctor should always be the main referral, Help Me Grow may want to put more focus on nurses and administration. This would be an affective change because these individuals often have more time to further develop patient relationships. They are also the front line when it comes to fielding patient's questions, scheduling appointments, and dealing with the day-to-day flow within the office.

When taking this into consideration, Help Me Grow may find that the first contact within an office should be with the administrative staff. When invited or requesting to do an information session/luncheon it would be wise to invite the clinical staff including nurses and other office specialists that may become a champion for the program.

**Pediatrician Age.** Though age may not be as important of a subgroup when addressing target audiences, it will become more pertinent when looking at incentives for doctors and their offices.

## Positioning

Positioning is identifying the unique market position, or "niche," for your organization. This is becoming increasingly difficult in a world that is becoming ever more complex. Positioning can be defined as an "organized system for finding a window in the mind."<sup>2</sup> If an organization can successfully find a way to break through the complex mix of services and products with a unique offering, then convincing clients of the benefits of the service will be easier.

Help Me Grow must create a stable position in the minds of pediatricians and their office staff. Pediatricians can decide to refer their patients to a variety of organizations and specialists other than Help Me Grow. Pediatricians must choose instead to collaborate with Help Me Grow to provide the best cross-sector resources to their patients.

Below are three questions that we used to determine how Help Me Grow could best position itself in the minds of pediatricians across Utah.

**What Makes You Different?** Help Me Grow is the only organization offering a single access point for parents, healthcare providers, educators and any community members seeking services for children in Utah County.

**What Trend Are You Riding?** Many families are facing tough economic times. Help Me Grow connects parents to resources that might be more cost effective than traditional treatments. By referring patients to reliable and economical community resources, pediatricians can better foster patient loyalty and trust. In this way, Help Me Grow helps pediatricians build sustainable practices.

**Are You Communicating Clearly?** The messages that Help Me Grow sends must be effective in order for Help Me Grow to gain a strong position in the minds of pediatricians. Help Me Grow currently communicates with pediatricians and their offices through a lunch that introduces what the organization does and lays out an example of how Help Me Grow can work in tandem with the pediatrician.

In our cursory research, we spoke with several pediatric offices about Help Me Grow that were referred to us

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<sup>2</sup> Ries, Al and Jack Trout. *Positioning: The Battle for Your Mind*. McGraw Hill, New York: 2001.

by the Help Me Grow staff. The pediatrician at one office recalled the Help Me Grow lunch presentation approximately a year ago and said that they had folders from Help Me Grow. However, he had never directly referred patients to Help Me Grow as a resource. This demonstrates that the communication with pediatrician has not been completely effective in positioning Help Me Grow.

## Brand Value Proposition

Through the Brand Value Proposition, Help Me Grow can understand the sequence of how the promise made to the pediatricians matches what the pediatrician needs and leads to a belief in the pediatrician’s mind. Help Me Grow can also ensure that the necessary steps are being taken to align the mission of Help Me Grow to the needs of the pediatricians.

In the following chart, “Pediatrician Need” includes various needs most pediatricians have from providing high quality services to being part of a quality network. For each one of these needs, Help Me Grow must have a promise that matches the need of the pediatrician. Help Me Grow develops its brand by being true to the “Help Me Grow Promise.” When pediatricians think of Help Me Grow, these promises should come to their minds. In turn, these promises will create “Pediatrician Beliefs” about Help Me Grow.

The Brand Value Proposition is an extremely useful tool for Help Me Grow to use during the expansion stage. Help Me Grow must be able to deliver on its promises or else the positive beliefs listed below will not be created in the minds of the pediatricians.

Pediatrician Need	Help Me Grow Promise	Pediatrician Belief
I want to provide high quality service to my patients and their families	Help Me Grow provides sound, useful information to my patients	My patients will be treated with professionalism and care when I refer them to Help Me Grow
I want my patients to be healthy and for them to monitor development on an ongoing basis	Help Me Grow monitors children’s health through the Ages and Stages Questionnaire	The Ages and Stages Questionnaire is a good resource for my patients to use for continual healthy development
I want to provide resources to families with children at risk	Help Me Grow provides a network of cross-sector resources in the area that will be of value to patients	Help Me Grow has knowledge of other organizations in the area that would help my patients to be healthier.
I want to be part of a quality network	We will work through the AAP – Utah Chapter to bring you reliable resources to your patients	By joining the Help Me Grow network, I know I will have a quality network endorsed by a nation-wide, reputable organization

As we understand it, there may be future benefits that Help Me Grow can provide to pediatricians such as educational credits. As more information materializes about these potential benefits, Help Me Grow should add this to its Brand Value Proposition.

## Cost/Benefit Analysis

With the relationship that Help Me Grow will have with pediatricians, there will be an exchange that takes place between the pediatricians and Help Me Grow. It is so important that Help Me Grow focuses on and emphasizes the benefits that the pediatricians will receive by working with Help Me Grow. Pediatricians must see that these benefits outweigh any costs associated with partnering with Help Me Grow. If, in the minds of the pediatricians, the benefits do not equal or exceed the costs of working with Help Me Grow then very few pediatricians will be motivated to work with Help Me Grow.

The follow table is a list of the benefits and costs pediatricians may perceive exist when partnering with Help Me Grow.

Pediatricians			
Benefits		Costs	
<b>Reputation</b>	Helping patients feel that the pediatrician has their best interests in mind by finding multiple, cost effective resources to solve a solution. These resources can potentially be less expensive than seeing a specialist.	<b>Reputation</b>	A doctor's reputation may be damaged if they refer their patient to a community partner that is not very good or creates a bad experience for the patient. They could potentially lose patients in a scenario such as this one.
<b>Patient Referrals</b>	Pediatricians that refer patients to Help Me Grow will have patients referred to them by Help Me Grow when parents are looking for a doctor in the area.	<b>Peer Partnerships</b>	Relationships with other specialists in the area may be damaged if pediatricians refer their patients to Help Me Grow instead the specialists directly. The symbiotic relationship may be destroyed.
<b>Potential Licensing Benefits</b>	Pediatrician meetings with Help Me Grow to learn about the different community partners in their area potentially can be used as educational credits to maintain their medical license.	<b>Time</b>	Meeting with Help Me Grow and learning how to use them as a resource will take time. This is time that could be used to meet with patients.

## Touch Point Analysis

After doing the initial research mentioned above, our group did a touch point analysis for Help Me Grow. A touch point analysis is used to see how an organization is doing with regards to the areas that “touch” or come in contact with clients or potential clients. The touch points that our group looked at were (1) the Help

Me Grow call center, (2) a few pediatricians that are currently working with Help Me Grow, and (3) the website.

**Mock Referral Calls.** Two different team members called Help Me Grow at 2-1-1 to experience speaking with Help Me Grow directly. One team member called to learn about Help Me Grow generally and the other called with a specific health concern about an 8-month old.

When calling 2-1-1, the operator picks up the phone and says “United Way of Utah County.” It is somewhat confusing to hear United Way when you are expecting to hear “Help Me Grow.” The process of finally being directed to the right person took many phone call transfers. This can be frustrating for individuals with little time who are calling to get specific information. Once the caller connected with the correct person at Help Me Grow/United Way, both team members found that the person they spoke with was friendly and helpful.

During the phone call about the specific health concern, the Help Me Grow employee listened and asked keen questions about the situation, which was an eight-month old having trouble eating. She said that it would be appropriate to schedule a doctor’s appointment and then said what services should be asked for during the appointment. She then gave a few possible reasons why this problem may be happening. She talked about using the “Ages and Stages Questionnaire” as a good form of monitoring a child’s health and development. Her explanation of the helpfulness of the questionnaire was very persuasive and caused the team member to agree to fill out the questionnaire after receiving it in the mail. The Help Me Grow staff member was willing to take a considerable amount of time to talk about the child’s health problem. She sounded incredibly sincere and interested in the health and development of a child she was hearing about over a phone call.

The good experience above was not quite the same experience that the second team member had calling Help Me Grow to get general information about the growth and development of a 2-year old. The receptionist was very nice and took the team member’s name, number and email address. However, she was very brief in her description of Help Me Grow and did not fully explain the purpose of the organization. This left the caller feeling that Help Me Grow was established in Utah County for the residents here instead of as a national nonprofit created by pediatricians. She said that she would mail the previously mentioned questionnaire and that it would arrive in the next day or so.

Shortly after the phone conversation, the team member received the Ages and Stages Questionnaire and he promptly completed it. Nevertheless, with everything going on for him and his family, he failed to mail in the questionnaire. He did not receive a follow-up call regarding the questionnaire to ask if he had any questions or difficulties with filling it out.

**Pediatricians.** As previously mentioned, we spoke with several pediatrician offices to get their appraisal of the interaction with Help Me Grow. The following are summaries of our conversations.

**Dr. Miguel Knochel, Payson Pediatrics.** In speaking with the office manager of Payson Pediatrics it definitely appeared that they had a positive impression of and relationship with Help Me Grow and its mission. The office refers about one patient every two months to Help Me Grow. The office manager also mentioned that all the patients that they have referred to Help Me Grow have had a good experience with the organization and the community partners it works with.

When asked about how Help Me Grow could strengthen their presence, the office manager said that there were three things that their office would like to see improved. They are the following: (1) an increased understanding or idea of all the different services that Help Me Grow and the community partners they work with provide, (2) the potential cost to the patients for the different services they are being referred to, and (3) educating the medical assistants about what Help Me Grow provides so that the medical assistants, as well as pediatricians, can flag potential Help Me Grow referrals.

**Dr. Sean Doyle, Tri City Medical.** Upon calling the office, the nurse consulted with Dr. Doyle because she had not heard of Help Me Grow previously. Dr. Doyle said that about a year ago someone from Help Me Grow had come into the office and given a presentation about Help Me Grow. He still had some materials in the office about Help Me Grow. However, he has not referred anyone to Help Me Grow since the presentation.

**Lone Peak Pediatrics.** The office manager of Lone Peak Pediatrics was very positive about their experience with Help Me Grow. They have participated with Help Me Grow for about a year. In that year they have referred approximately six patients to Help Me Grow, all of which have had positive experiences. They keep Help Me Grow materials stocked in the office.

When asked how Help Me Grow could best engage more physicians, the office manager said simply reaching out to them would be enough. She feels that what Help Me Grow offers is attractive to physicians and most would be willing to join, but they simply don't know that Help Me Grow exists. As such, she feels that outreach should be a priority for Help Me Grow.

**Utah Valley Pediatrics Provo Physicians Plaza.** The overall impression this office had about Help Me Grow seemed positive, but relatively uninvolved. They have been partners with the program for the past few months, and though they appreciate what the program is doing, it seemed like just one more program of many programs. They heard about the program through a lunch and information session. One of their main concerns with the program was that most of the 'special needs' children had other resources and didn't necessarily need help from Help Me Grow. Overall, it sounded like the program had blended in with everything else the doctors were exposed to and did not stand out from the rest of the resources available.

**Mountainland Family Health Center.** Mountainland began partnering with Help Me Grow last October. The health center has had a positive experience with Help Me Grow; however the director is somewhat removed from the day-to-day experiences. Though she knows materials are available on Help Me Grow, and that doctors are referring people to the program, she is unsure how often their patients use these resources. A follow-up training was suggested as a helpful and encouraging step Help Me Grow could take. It was also suggested that these trainings and lunches target the support staff as well as the doctors. This way when nurses are in the room with the patients, they can have the same knowledge about Help Me Grow as the doctors.

**Summary.** To solidify Help Me Grow's position in the minds of the pediatricians, purposeful and continued communication with pediatricians should be used. After the initial lunches, Help Me Grow should have follow-up phone calls with pediatricians. Later in the paper when we describe engagement methods, there will be additional suggestions of the forms this communication may take.

**Website.** Although the website is probably more for parents than for physicians, it should still be considered important, especially during the outreach stage. Physicians, nurses, and office administrators may all visit the website after initial contact with Help Me Grow to assess the organization's validity. Although the website does seem to match the Help Me Grow brand, as it stands now, it looks fairly unprofessional. There are numerous problems with the coding, causing blocks of text or pictures to overlap one another. This does not provide a good first impression for visitors to the website.

In addition to the overall look of the website, there are other improvements that could enhance the usability of the website. First, all of the content is text-based. A busy doctor may be more inclined to glance through something that is more concise. Rather than paragraphs of text, it might be more beneficial to simply provide button links to the four most important things such as: "Refer A Patient," "Search Online Database," "Contact Us," and "Events." Also, it is imperative that the links throughout the website are functional. One of the main reasons a doctor would come to Help Me Grow would be to access the database of community

resources and that link is currently broken. Another element that will help the website be more impressive as a touch point would be to make sure that every page is consistent. Currently, the different buttons and links only show up on certain pages (such as “Volunteer” and “Live Help”). Making sure each page is consistent will help to solidify the brand and build credibility.

Another suggestion directly related to the search database is the location of the search engine. Individuals looking into the Help Me Grow program may be confused by the fact that the resource list is under a United Way web page without even a mention of what the search engine is for. Even when you receive the search results, the page that shows them does not describe that the user is seeing a resource provided by Help Me Grow. The viewer is left with questions about whom the organizations are, why they are on this list, the organizations’ affiliation with Help Me Grow or United Way, and who is endorsing these organizations. Many of these questions could be addressed simply by having the search engine on a Help Me Grow webpage so that it is directly affiliated with the program itself.

It would also be helpful to have a ratings system that helps the viewers know which organizations have been successful in the past. This could be achieved by having reviews made available right under the organization's contact information. This transparency of information helps build credibility for the organizations listed in the search, as well as for Help Me Grow. If someone has a wonderful experience, then everyone can know about it. If they had a bad experience, they can know that too, and not assume that Help Me Grow recommends every organization without some degree of reservation.

One other aspect that would add to the customer experience is the option to see all of the resources Help Me Grow offers instead of being limited to see only their search. By doing this, the database would display that it has many resources in addition to what the patient needs. In our search, we found that sometimes we would type a specific term that would not yield any results. Then we would search using different, but similar, wording and that search would yield results. Users need to know that they must search under specific terms to be able to find the resources they are looking for. It also allows for a greater understanding of what Help Me Grow does, and other areas that may be of help to them. The way the search process is set up at this point can be confusing and limiting. By making sure this first contact with Help Me Grow is clear and easy, it will encourage the customer to come back again and potentially recommend a friend.

## Branding

Help Me Grow can continue to strengthen their brand by considering the four components in a framework called the Nonprofit Brand IDEA.<sup>3</sup> IDEA stands for brand Integrity, Democracy, Ethics, and Affinity. There are additional aspects to the brand that Help Me Grow should also consider, but the IDEA is very relevant to Help Me Grow as a nonprofit. As Help Me Grow focuses on building the brand strength, the effectiveness of the organization will increase overall.

**Brand Integrity.** Stakeholders inside and outside of Help Me Grow should have the mission of the organization omnipresent in their minds. It is critical that the mission motivates the staff, volunteers, and board members in their work. Of similar importance is that when external audiences think about Help Me Grow, the mission comes to the forefront of their minds.

In order to create strong brand integrity, Help Me Grow must stay committed to its mission. This mission must include more than what the organization does. It should also describe how Help Me Grow influences the lives of the people it serves.<sup>4</sup> All internal stakeholders should know what the mission is, believe in this

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<sup>3</sup> Kylander, Nathalie & Christopher Ston. *The Role of Brand in the Nonprofit Sector*. Spring 2012. Retrieved from: [http://www.ssireview.org/articles/entry/the\\_role\\_of\\_brand\\_in\\_the\\_nonprofit\\_sector](http://www.ssireview.org/articles/entry/the_role_of_brand_in_the_nonprofit_sector)

<sup>4</sup> Poderis, T. (n.d.). *Don't Make Your Organization's Statement of Purpose a "Mission Impossible."* Retrieved from: <http://www.raise-funds.com/?p=45&upm>

mission, and also believe that the actual work that Help Me Grow does will lead to accomplishing this mission.

External stakeholders should also be made aware of the mission. The marketing materials produced by Help Me Grow such as the information packages and the website should clearly state the mission. The experiences that external stakeholders have with Help Me Grow will either prove or disprove the integrity of Help Me Grow's brand.

The main takeaway as you focus on brand integrity is to make your mission visible and to connect all of the work that you do back to that mission. Pediatricians must know and believe in your mission. Then they must trust that you will be able to achieve it!

**Brand Democracy.** This refers to how much the organization trusts its staff, volunteers, clients, and partners to communicate their understanding of the organization. Help Me Grow must be confident that these individuals will be good representatives in formal and informal settings where they talk about the organization. Help Me Grow can be more comfortable in being “democratic” with the brand through good internal marketing. Internal marketing is the process of making staff and volunteers recognize that during their contact with external audiences they need to be good representatives. Once they recognize that they represent the organization in all that they do, it is ensuring that these individuals have the information and motivation that they need to be good representatives.

Some suggestions for how Help Me Grow could develop a democratic brand include:

- Frequent customer service trainings for staff and volunteers
- Sharing success stories with staff and volunteers
- Having a culture where people communicate openly about the organization

**Brand Ethics.** The main premise of brand ethics is about extending the organization's use of the brand in ways that convey its values. This means that those who are not on the inside of Help Me Grow would know and understand what its brand is by the many ways Help Me Grow reaches out to them. Brand ethics is being consistent throughout the marketing process. This ultimately increases the trust of those outside of Help Me Grow because they will know that the brand is the same internally as well as externally.

**Brand Affinity.** This basically means that Help Me Grow is a good team player: “An organization with strong brand affinity attracts partners and collaborators because it lends value to the partnerships without exploiting them.”<sup>5</sup> With the type of organization that Help Me Grow is – a central place for community partners to help in the development of children – this should be a focus for Help Me Grow as its influence extends across Utah. Ultimately, Help Me Grow will reflect the success and praise it receives to the other organizations that were critical in the development of a child in need.

This will be beneficial to Help Me Grow and the community partners because the pediatricians will see a unified front. They will see two groups working well together, which will increase their trust in the mission of Help Me Grow. A strong brand affinity will increase their desire to send their patients to Help Me Grow because they will trust that Help Me Grow and the community partners will work together to provide the best care for their patients.

**Additional components of the brand.**<sup>6</sup> There are four additional components of the brand that you can

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<sup>5</sup> Kylander, Nathalie & Christopher Ston. *The Role of Brand in the Nonprofit Sector*. Spring 2012. Retrieved from: [http://www.ssireview.org/articles/entry/the\\_role\\_of\\_brand\\_in\\_the\\_nonprofit\\_sector](http://www.ssireview.org/articles/entry/the_role_of_brand_in_the_nonprofit_sector)

<sup>6</sup> Collings, Patrick. *Measuring Brand Value*. Retrieved from: <http://www.slideshare.net/pjcollings/measuring-brand-value-patrick-collings>

consider, which are: (1) Differentiation, (2) Relevance, (3) Esteem, and (4) Knowledge.

**Differentiation.** Consider what makes Help Me Grow different from other organizations. Pediatricians must believe that Help Me Grow is different from any number of other places that they can refer patients.

**Relevance.** Pediatricians must feel that what Help Me Grow does is relevant to them. Refer to the brand value proposition in making sure that you are promising a relevant brand to pediatricians.

**Esteem.** This refers to both the popularity and quality of Help Me Grow. Using the Utah Chapter of AAP will help to build esteem within pediatricians in Utah for Help Me Grow.

**Knowledge.** Refers to how much the pediatricians understand about Help Me Grow.

While understanding is an important part of the brand, differentiation is what will cause pediatricians to start referring to Help Me Grow. Focus on what makes Help Me Grow different in positioning the brand in the minds of the pediatricians.

## Growth Plan

**Innovation Characteristics.** When introducing a new idea or product, there are five characteristics that have a strong influence on how quickly the service is adopted by the people you want to use it. This is very relevant theory for Help Me Grow because you are trying to have pediatricians and their office staff adopt the practice of referring patients to Help Me Grow. They five characteristics are (1) relative advantage, (2) compatibility, (3) complexity, (4) trialability, and (5) communicability.<sup>7</sup>

**Relative Advantage.** If the audience perceives the product to be superior to other options available, they will more readily accept it. Help Me Grow must position itself as the ultimate alternative to other specialized options. When this happens, the audience will prefer to use its resources versus other recommendations. The higher the audience perceives the relative advantage, the quicker they will accept the program.

**Compatibility.** This is the second characteristic that must be taken into account. This deals with the ability of Help Me Grow to align itself with the values and experiences of the doctors it is targeting. Help Me Grow must demonstrate to doctors that they understand patient needs, as well as the doctors'. This makes the pediatrician comfortable in putting their stamp of approval on the organization they recommend.

**Complexity.** This characteristic represents the point at which an idea or product becomes too difficult to understand or use. Help Me Grow must continue to focus on making the service easy to use for doctors and their patients. By making the process easy, clear, and reliable you take out any guesswork that may prevent a doctor from fully understanding what Help Me Grow has to offer.

**Trialability.** Studies show that individuals are more willing to try something if it is on a short-term basis before having to commit to something longer. If doctors' offices are hesitant to fully support Help Me Grow, then it will be in the best interest of both organizations to have a trial period and see if Help Me Grow fits the needs of the doctor.

**Communicability.** This characteristic deals with the ability to see or describe the results to others. Help Me Grow must work to have an enriching and visible affect on the community. As doctors are able to see the results of recommending Help Me Grow, and begin hearing the success stories of their patients, they will be much quicker to recommend it again to other patients and doctors.

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<sup>7</sup> Andreasen, Alan R and Philip Kotler. *Strategic Marketing for Nonprofit Organizations*. Pearson Education Inc., New Jersey; 2008.

Overall, focusing on these five characteristics will help to understand how Help Me Grow should reach doctors in a meaningful way that encourages their involvement adoption rate.

**Innovation Adoption Process.** There are four stages that individuals typically go through in adopting a new behavior.<sup>8</sup> By having an understanding of this process, Help Me Grow can move pediatricians from stage 1 to stage 4.

**Knowledge:** Pediatricians and their office staff must first become aware of Help Me Grow and learn enough about it to decide that it would be a valuable resource. An initial awareness of Help Me Grow could come from various avenues. They may hear about Help Me Grow during a lunch and information session at their office provided by Help Me Grow. They could also learn about Help Me Grow from another Utah pediatrician. If Help Me Grow has a partnership with or endorsement from the American Academy for Pediatricians Utah Chapter, then they could learn about Help Me Grow through their newsletter or conference.

**Persuasion:** Next the pediatricians must move from being aware of Help Me Grow to being motivated to take action and use it as a resource. Various persuasion methods may be used to help the pediatrician and their staff be prepared to use Help Me Grow as a resource. They may be persuaded through hearing continual positive reviews of the services Help Me Grow provides from other doctors. The same sources used to give pediatricians the initial knowledge of Help Me Grow can be used to persuade them to refer to the organization. However, they should hear about Help Me Grow consistently and frequently.

**Decision.** At this point the pediatricians and their office staff must weigh the probable costs and benefits of frequently referring to Help Me Grow. If they have initial experiences working with Help Me Grow that are positive, they will be more likely to decide to use the services offered in the future. These initial encounters between the pediatricians and Help Me Grow are critical. These “moments of truth” may be the deciding factors in whether or not pediatricians will refer to Help Me Grow.

**Confirmation.** After the pediatrician and their staff decide to refer their patients to Help Me Grow resources, they must stay committed to this decision. Refer to the previous section on branding and the following section on engagement for the tools to make these offices stay committed.

**Packaging to Ensure Brand Maintenance.** As Help Me Grow expands, it will be imperative that steps are taken to ensure brand continuity. One way to ensure this will be to package the Help Me Grow program in such a way that leaves little margin for style or quality fluctuation. The following items could be included in a Help Me Grow start-up package to help ensure quality.

- Start-up Checklist (See Below)
- Tracking software training packet
- Packets/folders for doctors and parents
- Branding/policy guidelines
- Instructions for lunch pitches to doctors

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<sup>8</sup> Ibid.

## Startup Checklist for Pediatric Outreach

- ( ) Compile/research a list of pediatricians in your area. Store this information in database form.
- ( ) Make initial contact with pediatric offices through fax, email, or snail mail.
- ( ) Call pediatric offices to schedule lunch presentations.
- ( ) Conduct a lunch introduction meeting to Help Me Grow at pediatric office.
- ( ) Ensure that pediatric offices have patient folders, physician folders, and pamphlets.
- ( ) Call pediatric office one week after lunch meeting to answer any preliminary questions.
- ( ) Call pediatric office one month after lunch meeting to ask for feedback on Help Me Grow services.
- ( ) Make sure to track all numbers. Make sure that incoming calls are linked to pediatric referrals.

**Utilizing Networks.** As Help Me Grow expands, it will be important to make influential connections with pediatric organizations. The first step in this project may be connecting with the AAP Utah Chapter. Many of the pediatricians are connected with this organization. The AAP is already an advocate of the Ages and Stages Questionnaire, so they should be fairly open to collaborating with Help Me Grow. In addition, the AAP may also be able to connect Help Me Grow to influential pediatricians in Utah. If influential pediatricians are impressed with Help Me Grow, they could be a valuable networking resource.

One important caution about reaching out to these types of influential organizations: it is imperative that the touch points for Help Me Grow are fully developed *prior* to contacting the organization. For instance, the website should be fully functional, with all links working. The community resources should be evaluated to make sure they are reliable resources. The issue of phone calls being passed around within the United Way system should be resolved if possible. If the AAP were to have a bad experience with Help Me Grow, it could be very difficult to get back in their good graces. They may even discourage pediatricians from using Help Me Grow. Thus, touch points are obviously very important in this aspect of the growth plan.

**Quality Community Partners.** Community partners are one of the most important factors when it comes to the growth and development of Help Me Grow. The four stages mentioned above will never be able to be successfully implemented without good community partners that can be trusted by the referring pediatricians. The main reason for this is the key role the community partners play in regards to the mission of Help Me Grow.

For example, if even one patient of a pediatrician that works with Help Me Grow has a bad experience with a community partner, four possible detrimental effects to Help Me Grow and its mission could result: (1) The pediatrician probably will no longer refer his or her patients to the great services that Help Me Grow has to offer; (2) It will also likely cause the pediatrician to speak with his or her peers in the pediatric community about this bad experience and recommend that they no longer refer patients to Help Me Grow; (3) The parent of the patient that had the bad experience will have a difficult time trusting Help Me Grow with future referrals; and (4) The parent will communicate their dissatisfaction to their neighbors, friends, and pediatrician.

It is because of this key relationship between Help Me Grow and the community partners that Help Me Grow must thoroughly audit and review all of the community partners and organizations that want to be part of the Help Me Grow database. There is very little room for error when it comes to choosing and selecting which community partners Help Me Grow wants to promote and work with. This has to be done regularly and should be done prior to the expansion of Help Me Grow statewide. Parents and volunteers could be used to review the community partners. As suggested previously, there could be a place on the website where

people can rate the quality of service provided by the community partners. Also, satisfaction surveys from current customers of the community partners could also be used to ensure all who are referred to the respective community partners will have a good experience.

## Methods of Engagement

The main issue with trying to engage physicians with Help Me Grow is simply time. Doctors are extremely busy and are quick to turn down anything that does not relate directly to their practice. As such, it may be more beneficial to try and engage nurses and office administration, as they could then champion the Help Me Grow cause. Currently, Help Me Grow hosts several events and sends out newsletters to keep pediatric offices engaged. We feel that the networking events are beneficial and should continue, but the newsletter could be used more effectively as an engagement tool. Social media and other incentives may also be effective in garnering support from pediatricians.

**Newsletter.** Although Help Me Grow currently distributes a newsletter, it should be much shorter, one to two pages at the most. Doctors generally do not have time to read a lengthy newsletter, and administration and nurses have no interest in reading one. The newsletter should briefly highlight Help Me Grow news and upcoming events. Then it could be used to spotlight one or two community resources. It should be sent in email form, especially targeting administration. All of the other information currently included in the newsletter could be accessed through links at the bottom of the email, rather than put directly into the letter. If the newsletter is shorter and targets administration or nurses, they could then pass on interesting information to the doctors.

**Social Media.** Many nonprofit organizations are turning to social media as a way to engage clients and donors. And for many organizations it is a good way to engage stakeholders. Help Me Grow Utah has already established a well thought out Facebook page and blog, both of which provide valuable information for parents. However, creating social media outlets specifically for pediatricians will not be as effective. Recent research shows that about 67% of doctors use social media for professional uses. But of that 67%, over half are only using it within professional physician networks (such as Sermo), which would be difficult for Help Me Grow to access. It should be noted that only 15% of physicians use Facebook professionally, and only 8% use blogs.<sup>9</sup>

Judging by these statistics, it doesn't seem that it would be effective at this time for Help Me Grow to try and engage physicians using these social media outlets. The only social media outlet that we recommend using at this time is LinkedIn. LinkedIn can be the "home plate for your brand."<sup>10</sup> It would be easy for Help Me Grow to create a LinkedIn profile, which could be visible to families and pediatricians alike.

One way to potentially engage pediatricians with the current blog and Facebook pages would be to have pediatricians submit posts every now and again. They could post about a specific help problem and give suggestions for overcoming it. It would be very similar to what Help Me Grow is doing already, but it would give parents the opportunity to hear from local pediatricians. It would also give pediatricians the chance to get their name out to parents in the community, while also keeping them engaged with Help Me Grow.

**Incentives.** Help Me Grow is currently working to build bookcases to be given as incentives to pediatricians who refer patients to Help Me Grow. Although this may be an interesting incentive for some very small offices, most pediatricians probably won't see this as a big incentive. Most offices can afford to buy their own furniture and prefer to buy it as a matching set so that it appears more professional. As such, we would like to

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<sup>9</sup> Dolan, Pamela. *Nearly All US Doctors Are Now on Social Media*. Sep. 2011. Retrieved from: <http://www.ama-assn.org/amednews/2011/09/26/bil20926.htm>

<sup>10</sup> Vartabedian, Bryan MD. *Why Doctors Should Use LinkedIn*. June 2012. Retrieved from: <http://33charts.com/2010/06/why-doctors-should-use-linkedin.html>

suggest different incentives that could possibly be more effective.

In order to encourage physicians to refer patients, Help Me Grow could institute a points system. Pediatric offices could get a point for every patient referred (or a point for a certain number of patients referred).

Those points could then be used for a variety of things:

- Gift cards to Amazon.com or other online retailers where doctors or administrators could purchase items for their practice. Many pediatricians purchase little toys or other giveaways from Oriental Trading Company, so that might be an option as well.
- Discounts to Help Me Grow events
- Children's books branded with the Help Me Grow Logo
- Recognition on the Facebook page when an office reaches a certain amount of points (referrals)

In addition, if Help Me Grow were to partner with the AAP, as discussed previously, it may be possible that the AAP would allow doctors to use points towards discounts on AAP events or products as well.

This point system would encourage doctors to not only display Help Me Grow pamphlets in their office, but would incentivize them to actually *refer* patients to Help Me Grow. Administration would also have an added incentive to encourage doctors to refer patients to Help Me Grow, as the rewards would be beneficial to the practice as a whole.

## Monitoring and Evaluation

Help Me Grow is currently tracking numbers from the Ages and Stages Questionnaires. They also track demographics of participating families. The referring doctor information is also connected to each family's information. Help Me Grow is currently working to use this information to create a research-based annual report.

One way that Help Me Grow could continue to expand their monitoring of the program is to survey families after they have worked with Help Me Grow for two to three months. This survey should include questions relating to each of the touch points described in this analysis: website, community partners, and phone calls to Help Me Grow. This will help Help Me Grow to continuously monitor the clients' experiences and make adjustments as necessary. This is important to pediatric outreach because if the families are having negative experiences with Help Me Grow, they will stop referring patients to the program.

With regards to physicians, it will be important for Help Me Grow to continue to track numbers by sending them periodic, short surveys. This is important because Help Me Grow will be able to catch problems and keep physicians engaged. For example, if Help Me Grow is tracking referral numbers, they will be able to notice if a specific physician's referral numbers suddenly drop. They could then go to this physician and find out why they stopped referring patients and help to remedy the situation. Constant monitoring and evaluation will be crucial to ensuring pediatricians are continually engaged with Help Me Grow.

## Conclusion

The mission of Help Me Grow can become a great benefit to many families located within Utah and throughout the nation. Early detection of childhood developmental issues is a concern for parents, pediatricians, and the community as a whole. Our group is confident that if the above tools and guidelines are used, that Help Me Grow will meet its goal of reaching out and expanding its mission throughout all of Utah. This will ultimately be a major benefit to each and every community.