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# The L.A. Trust for Children's Health Marketing Strategy Project

## UCLA Anderson Board Fellow Presentation 22 May 2017

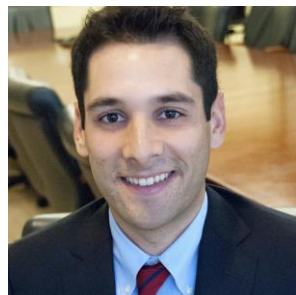
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PREPARED BY:

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# Team



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Program	FEMBA 2019	FEMBA 2019	FTMBA 2018	FTMBA 2018
Industry	Consulting	Energy	Healthcare	Technology
Organization	Advisory Board Company	Fluor Corporation	AMN Healthcare	Hansel
Volunteer Experience	Project Open Hand	Fluor Community Involvement Team	Inglés Abre Puertas	School on Wheels

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# Project Background and Scope

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## Project Background

- The L.A. Trust for Children's Health supports Wellness Centers on 14 LAUSD campuses with the mission of driving student success through student health
- Wellness Centers serve students and nearby communities; current utilization is 40% students and 60% community members
- To further its mission, The L.A. Trust wants to increase student utilization of Wellness Centers
- In late 2016, The L.A. Trust asked UCLA Anderson MBA students to partner in creating a marketing strategy

## Project Scope

- Identify factors that influence student utilization of Wellness Centers
- Create a sustainable marketing strategy that increases LAUSD student utilization of Wellness Centers
- Deliver findings and recommendations to The L.A. Trust for Children's Health



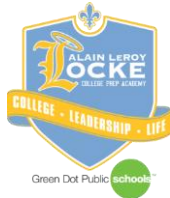
# Project Timeline

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Project Phase and Key Tasks	Date
<b>Kickoff:</b> Welcome call and scope finalized	Dec 2016
<b>Research:</b> Stakeholder interviews, literature review	Jan 2017 – Apr 2017
<b>Strategy Development:</b> Analysis of data collected, recommendation creation, delivery sign-off with The L.A. Trust	Apr 2017 – May 2017
<b>Delivery of Recommendations:</b> Presentation draft review, Learning Collaborative Presentation	May 2017

# Process

An overview of the onsite visits and stakeholder interviews completed for this project:



Group	Stakeholder	Role
<b>The L.A. Trust Administration &amp; Board of Directors</b>	MaryJane Puffer	Executive Director
	Sang Leng Trieu	Program Director
	Kelly Bui	Program & Research Associate
	Krystle Gupilan	Program & Research Associate
	Christian Beauvior	Youth Advisory Board Liaison
	Jeanne Aguinaldo	Student Engagement Director
	Andy Kreiss	Communications Manager
	Patty Anton	Chair of Board Operations Committee
<b>Clinical Partners</b>	Guadalupe Moreno Armando Abril	Patient Services Representative, SCFHC Outreach Representative, SCFHC
<b>External Partners</b>	Toyomi Igus	Communications Consultant
	Robert Zeithammer	UCLA Marketing Professor
<b>LAUSD</b>	Clara Howell	ELC Campus Intern
	Sylvia Renteria	Healthy Start
<b>Students</b>	Belmont HS, Sal Castro MS	Students
<b>Teachers</b>	Osvlado Gomez	English Teacher

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# Observations

# Marketing Framework

## Situation Analysis: Company, Competitors, Customer

- Company: The L.A. Trust – a fundraising, advocacy, and program development organization supporting school-based health clinics and health education
- Competitors: Student-success non-profits, hospitals/private practice clinics, inertia, and Wellness Centers
- Customers: Primarily LAUSD and donors; Secondarily LAUSD students

## Strategy Analysis: Segmentation, Targeting, Positioning

- Primary Segmentation: district and school administrators
- Secondary Segmentation: School-aged children, infants, and adults living in close proximity to Wellness Centers on 14 LAUSD campuses; students segment into different social cliques and medical needs
- Targeting: students who communicate with emojis, 140 characters, and internet memes
- Positioning: Wellness Centers are conveniently located on campuses to provide integrated physical, mental, and oral health care services for LAUSD students and their families

## Tactics: Product, Price, Promotion, Place

- Product: Information and funding for Wellness Centers providing patients with integrated health services and education
- Price: \$0 to the customer; reimbursement to Wellness Center if appropriate payment processes executed
- Promotion and Place: To patients through community, on-campus events, and online; advocacy to government



Sources: Board Fellows interviews with The L.A. Trust stakeholders including staff and student champions; School Based Health Centers in Los Angeles County, Presentation to Fresno County Office of Education, Sang Leng Trieu, The L.A. Trust, 11/14/14



# Initial Findings – The L.A. Trust’s Capabilities

## Pros

- Wellness Centers have websites, marketing content, events, and programs for student outreach
- Clear organizational mission as viewed on The L.A. Trust website
- Organization provides infrastructure and resources to student (SAB, YAB - The L.A. Trust student liaisons)
- Current best practices include: Wellness events (e.g. wellness week), student word-of-mouth initiatives, promotion through faculty

## Cons

- Analytical resources to measure student utilization of Wellness Centers are limited
- Each Wellness Center has its own unique culture to meet the needs of its associated campus, neighborhood, and clinical partner
- Current social media presence appears to have a limited impact on students
- Student groups can be better coordinated with The L.A. Trust and clinical partner to support marketing process

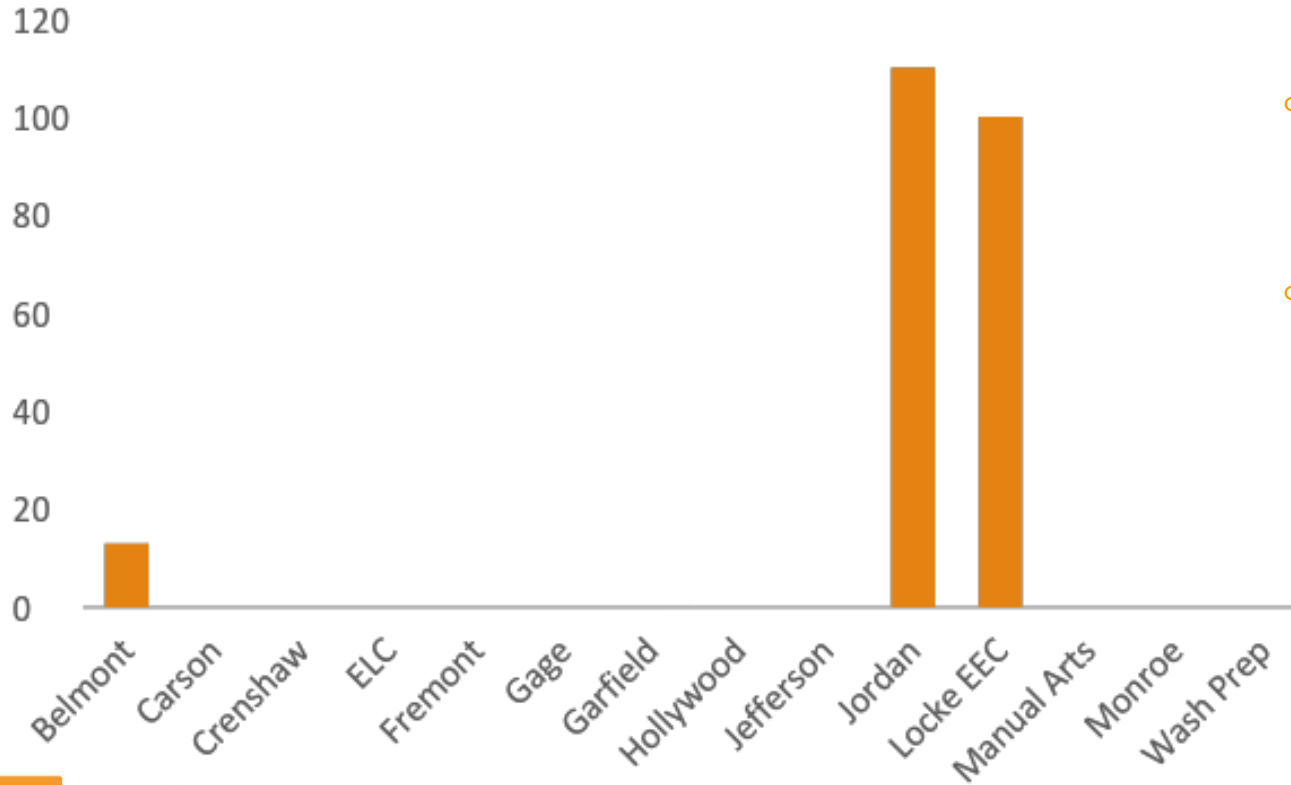
**Marketing strategy should target student segments through multiple channels (online, copy, experiential)**



Source: Board Fellows interviews with The L.A. Trust stakeholders including staff and student champions; 2016 LAUSD Wellness Network Encounter Data July 2015-June 2016

# Social Media Marketing

## Follows of Wellness Center Facebook Pages



- Social media platforms are weakly promoted
- Wellness Centers not present in many social media avenues
- Who should control social media platforms: Clinical partner? The L.A. Trust? Students?

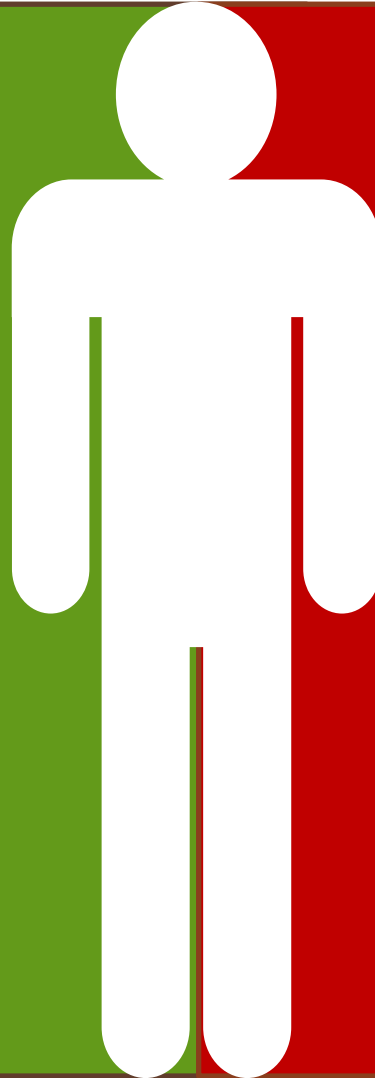


# Role of Student Advisory Board

## Pros

Peers are most influential source

Provide feedback to Wellness Centers



Annual turnover means large resource expenditure on retraining

Few events during crucial beginning part of the year

Adult ally turnover is very high

High school students make mistakes (pass out incorrect information)

Members may have the same social network: limiting reach

Only weekly meetings at best

## Cons

# Motivators

## Students

- Feel better
- Convenience
- Learn about healthcare (?)
- Confidentiality

## Parents

- Convenience
- Free (if qualify)
- Can take the whole family

## The L.A. Trust

- Outreach Measurement for future fundraising
- Altruism

## Clinical Partners

- Plan sign-ups (community)
- Brand awareness in students
- Altruism

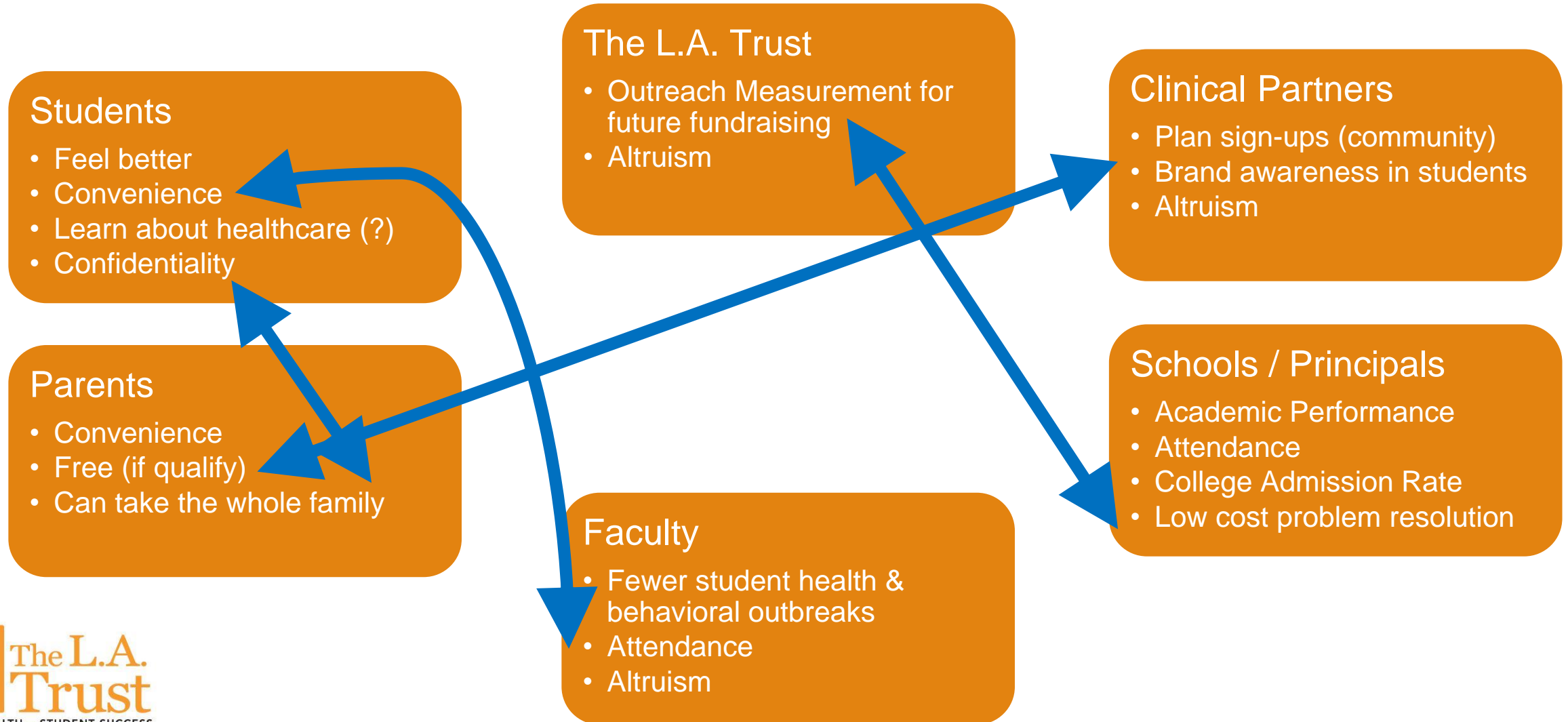
## Schools / Principals

- Academic Performance
- Attendance
- College Admission Rate
- Low cost problem resolution

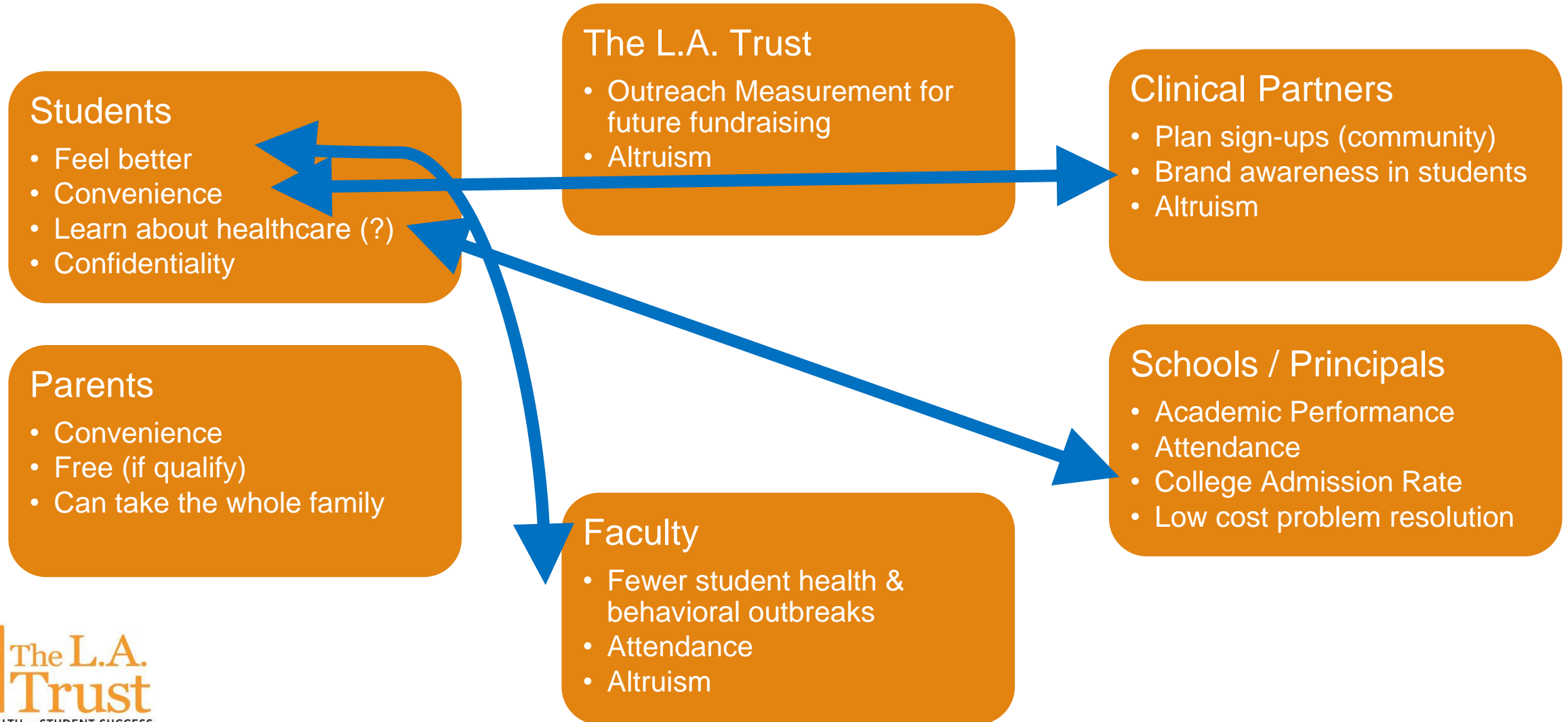
## Faculty

- Fewer student health & behavioral outbreaks
- Attendance
- Altruism

# Incentive Misalignment Obstacles



# Incentive Well-aligned Opportunities



# Student Pathways to Wellness Centers

Student Utilization Category	Frequency	Pathway
Sports teams organize school physicals	High	<b>Coach</b> → Wellness Center Clinical Partner
Women's health needs	High	Serious Health Need → WOM → Wellness Center
Convenient healthcare	Low	Health need → <b>Peer from Social Circle</b> → Wellness Center
Health and impact interested students (SAB/YAB members)	Low	<b>Older peer</b> → YAB Facilitator → Wellness Center
Students whose families use the Wellness Centers	Low	Community Outreach by <b>Clinical Partner</b> → <b>Parent</b> signs up for network → family visits Wellness Center all together
Students seeking dental	Low	Routine (or serious) Health Need → WOM → Wellness Center <b>Dental</b> → Wellness Center Medical
Other	Minimal	Campus outreach event → Routine or Serious Health Need → Wellness Center
Classroom behavioral issues	Minimal	<b>Teacher</b> refers to School Nurse → <b>School Nurse</b> refers to Wellness Center

Note: **Positive Influencers in bold**



# Groups of Positive Influencers

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Social Circles  
Coaches  
Clinical Partner Outreach Team  
Parents  
Dental & Mental Health Providers  
Student Club Leaders  
Teachers  
School Nurse

**Each group requires  
their own marketing  
approach**



# Initial Findings – Barriers to Student Utilization

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## School environments

- Lack of awareness driven by flood of information from various sources at school
- Difficulty finding facility in select locations (e.g. Belmont)
- Students don't feel safe visiting Wellness Centers

## Complex health care system

- Primary care physician often assigned by MediCal and doesn't align with Wellness Center
- Payment requirements unclear

## Interpersonal dynamics

- Students worry about stigma from peers or being seen by adults
- Reproductive health services carry stigma with many families

**Structural problems beyond The L.A. Trust's direct control shape marketing strategy**



# Many Potential Negative Influencers

Hypotheses for Student Underutilization of Services	Real	Perceived	Negative Influencer Identified	Degree	Actionable by The L.A. Trust
<b>Access</b>					
Hours are inconvenient	x	x	Clinic organization; LAUSD		Yes
Facility is far		x	LAUSD		Not actionable
Facility is difficult to find (signage)	x		LAUSD		Yes
Facility is physically unattractive	x	x	LAUSD		Yes, partially
Students don't know facility exists	x		Misinformation		Yes - Promotion
Undocumented students will be denied		x	Misinformation		Yes - Education
<b>Service</b>					
Clinical partners are rude/judgmental	x	x	Clinic staff		Yes - Promotion
Lines are long / Appts hard to get	x	x	Clinic organization		Not actionable
Needed health service isn't offered	x	x	Misinformation		Not actionable where true; Education of service list
Clinicians are inferior to other clinics	x	x	Clinic staff		Not actionable
<b>Social Impact (Stigma)</b>					
Only for girls		x	Misinformation		Yes - Education
Only for sexually active (or pregnant)		x	Misinformation; Peers (bullying)		Yes - Education
Only for those w/ severe symptoms (drug effects, obesity, etc.)		x	Misinformation; Peers (bullying)		Yes - Education
Clinicians are unrelatable (don't look like students)		x	Clinic staff		Yes - Promotion
Seen by community / fear for confidentiality	x	x	Community; Parents; Peers (bullying)		Yes
<b>Procedural</b>					
Parental consent needed	x	x	Misinformation; Parents		Not actionable where true; Education of necessity
Insurance and insurance cards needed		x	Misinformation		Yes - Education
Cost		x	Misinformation		Yes - Education
Consequences from missing class	x	x	Teachers		Yes
<b>Education</b>					
Health consultation not needed		x	Misinformation		Yes - Education
Services not understandable (language; complexity)		x	LAUSD		Yes - Promotion

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# Recommendations

# Recommendations – Themes

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Simple Focus

Digital  
Communication

Varied and  
Targeted  
Outreach

Frequency

# Frequency → Impressions

Many impressions are needed to 'sell' Wellness Centers to students

Outreach Channel	Frequency	per yr	Impact (Impression Rate)	Student Coverage	Impressions per Student per Yr
School art (murals)	Continuous	175	★★	★★★★★	1.7
Tours	1x semester	2	★★★★★	★★★★★	1.5
Sports (coaches, leagues)	2x sport season	6	★★★★★	★★★	1.3
Campus Fliers (all corners)	Continuous	175	★	★★★★★	1.2
In classroom (teacher, guest)	2x semester	4	★★★	★★★★	1.1
Events (e.g. Wellness Week)	1x month	8	★★	★★	0.4
Online	Content per week	35	★★	★★★★	0.3
Community (church, etc.)	2x semester	4	★★★	★	0.2
During Health Class	Integrated	1	★★★	★★★	0.1
School Assemblies	1x semester	2	★★	★★★★	0.1
Cafeteria	1x semester	2	★★	★★★★	0.1
<b>TOTAL</b>					<b>8.0</b>

Wide Range of Channels  
Consider: Frequency, Impact, Coverage

# Recommendations – Execution



# Recommendations – New Student Registration

Events

## Background

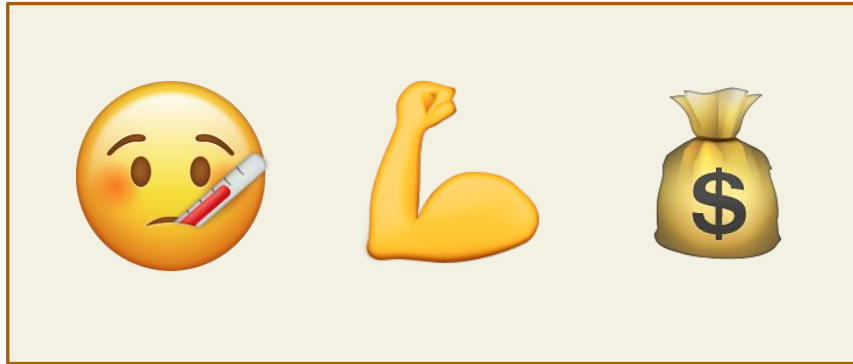
- It is challenging to establish the Wellness Center as a student's medical home after an initial visit
- Wellness Centers lose out on reimbursement for services provided because of inconsistent patient processing
- Parental consent paperwork can be a holdup to students receiving services

## What is the recommendation for change?

- Goal: streamline patient processing by establishing medical home at Wellness Centers when new students register for school in their first year; have process in place to onboard students arriving mid-year
- Promote Wellness Centers to families regarding vaccinations required for students; Use this as an opportunity to engage parents with consent forms
- Steps: get paperwork into hands of students with incentives for showing to parents and following through; during tours of Wellness Centers make references to medical homes and challenge students to see if they know theirs

Frequency/  
Varied Outreach

# Recommendations – Modified Advertising



## Where do we advertise?

- Social media
- On-campus fliers

Promotion

Open 8:30am to 5:00pm Monday through Friday  
Closed Saturday and Sunday

Accepts All Students

## What do we say?

- Emojis catch attention
- Logistical information so that students can take action and reach center
- Include maps and hours of operation



Unclutter

Simplicity / Digital



# Recommendations – Gift Cards

Incentives

## Background

- Monetary rewards such as gift cards can help incentivize people to make positive health decisions
- LAUSD Wellness Center Best Practice: Carson High School offers \$25 Target gift cards to female students for getting sexual health check-ups.
- Dual Benefit: health check ups and opportunity to collect data on encounter

## What would this cost?

- Goal: 10% increase in male student encounters (~3200 encounters); 2016 data shows male encounters are lower than female encounters
- Offer one \$10 gift card for a specific health visit (i.e. physical, mental health session, dental check up)
- Estimated cost today: \$1,350,128
- Execution: initial cash payment today in low-risk treasury bond with ~2.35% return could be the source of funding for \$10 gift cards for the foreseeable future. Staff resource likely need to manage relationship with asset manager.

Frequency/  
Varied Outreach



Source: 2016 LAUSD Wellness Network Encounter Data July 2015-June 2016, Tab 1

# Recommendations – Promotion Materials

Promotion

## Background

- Students unaware of how to make an appointment
- Students often don't know where Wellness Centers are located on campus

## What is the recommendation for change?

- Goal: Provide students with lanyards or place information on ID cards to guide them to Wellness Centers
- Enough space available on student IDs to include Wellness Center information. Distributed at beginning of school year with information about the Wellness Center
- Lanyards are inexpensive and information printed on them will be retained by students. Can be distributed to new students at beginning of year and existing students at Wellness Center events

Frequency



# Recommendations – School Promos

Education

## Background

- Students are stigmatized for using Wellness Centers
- Continued education about Wellness Centers through student-run organizations – like school newspaper / daily announcements / sporting events can help normalize utilization

## What is the recommendation for change?

- Goal: coordinate with student-run programs (e.g. newspapers) to include health education and Wellness Center updates during recurring events
- The L.A. Trust and Youth Advisory Boards can offer newspaper editors and contributors with content, stories, and advertising materials to make school newspapers a source of information for a broad range of students; similar content can be provided to other types of student-run programming

Frequency/  
Varied Outreach



# Potential Marketing Solutions

Solution	Advantages	Disadvantages
Gift cards delivered in exchange for health visit	Provides direct incentive to students	Costly, unclear who would pay
Modified flyers	Low cost	Impact unclear
Lanyards/Student IDs	Brings students to Wellness Center	Complicated to execute
New student registration coordination	Efficiently establishes medical home when students are registering for school	Complicated to execute in coordination with LAUSD
Student-led organizations	Student-led initiatives to education student body on health issues	Impact on utilization difficult to measure without advertising incentives

# Ownership of Marketing Plan

## Students

ABILITY: ▼ lack skill, investment

DESIRE: ▼ variable; probably small

CONNECTIVITY: ▲ integrated within school; miss broad picture

**Propose – Supporting Role**

## Parents

ABILITY: ▼ don't understand system; engagement in education uncertain

DESIRE: ◀▶ want control over child's health (may or may not be WC)

CONNECTIVITY: ▼ not connected

**Propose – NO**



## The L.A. Trust

ABILITY: ◀▶ vast knowledge but small team; control the \$

DESIRE: ▲ extremely invested

CONNECTIVITY: ▲ see broad trends, less knowledge of details

**Propose – Principal Contributor**

## Faculty

ABILITY: ▼ not clinical experts

DESIRE: ◀▶ high but outside job scope; must focus on academics

CONNECTIVITY: ▼ see student side but aren't close to providers

**Propose – NO**

## Clinical Partners

ABILITY: ◀▶ have resources but under strict regulation to market in schools

DESIRE: ◀▶ if aligns w financial goals

CONNECTIVITY: ▲ at the front line

**Propose – OWNER**

## Schools / Principals

ABILITY: ▲ oversee all on-campus marketing

DESIRE: ◀▶ health a secondary priority

CONNECTIVITY: ▲ depends on interest buy-in but could be at the front line

**Propose – Regulator/Partner**

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# Q&A