

Coweta County: Healthcare Center of Excellence

Initial research and marketing recommendations presented to:



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By



➤ **Introduction**

Given its location, excellent quality of life, relatively low cost of living, well-performing education system and state-of-the-art healthcare facilities in place, Coweta County is well positioned for the launch of a marketing initiative based on growing the healthcare sector footprint.

There are many compelling reasons for Coweta County to launch a marketing communications initiative based on the healthcare infrastructure in place and in the pipeline. Certainly the recent investments by Piedmont Healthcare, Cancer Treatment Centers of America, Ansley Park Rehabilitation and HealthSouth put the county in an enviable position. The healthcare and social assistance sector employs 12 percent of Coweta's work force with an average salary of almost \$50,000, even before the opening of HealthSouth and other projects in development, (2012 Georgia Dept. of Labor).

The healthcare sector plays several critical roles in economic development and growth.

1. Because the system primarily supports local residents, local medical expenditures stay local, providing a multiplier effect in the local economy.
2. Healthcare attracts additional external funding from insurance companies and government programs (primarily Medicare and Medicaid).
3. High-quality healthcare infrastructure helps retain and expand the local business base. This is demonstrated in the addition of new hospitality and shopping options in the vicinity of Cancer Treatment Centers of America and Piedmont-Newnan Hospital. This document will explore the opportunities for enhancing relationships among healthcare and other business sectors.
4. When the healthcare sector is significantly better than in surrounding counties, residents of those counties seek treatment here, bringing more dollars into the local economy.
5. A high-quality local healthcare system fosters a healthier and more productive citizenry.

According to a recent study commissioned by the state of Mississippi, 10 of the 20 fastest-growing occupations are in the healthcare sector; and in the last 10 years, employment in that sector has grown by 23 percent. That same study shows that for every new physician brought into a community, 21 new jobs are created, generating more than \$2 million in local revenue.

A recent presentation by Piedmont-Newnan Hospital indicated that close to 70 percent of Cowetans use a non-local doctor for their primary medical care. Two factors drive this:

- About 56% of Coweta workers are employed out of the county and many use a primary physician close to their place of employment
- More importantly, Coweta, like most non-urban counties, faces an acute shortage of primary care physicians.

Following is a snapshot of where Coweta County is right now; objectives for this initiative; the data compiled and considered to date; and, strategies and tactics to meet those objectives. This should be considered a “living document,” as this plan calls for ongoing data collection and analysis. As circumstances change, new investments and facilities come into the county and new data become available, we must always be ready to modify our objectives and adapt our strategies.

➤ **Vision/Objectives**

- ◆ **Position Coweta County as a great place to live, do business and raise a family – to attract:**
 - New businesses in the healthcare sector
 - Doctors and healthcare professionals to locate here
- ◆ **Enhance the perception of Coweta County as a “Healthcare Center of Excellence”**
 - Among professionals and their families (particularly those in the healthcare arena)
 - Among both local and external audiences
- ◆ **Mobilize the business community behind a unified, impactful goal**, with the Chamber as both a facilitator and clearinghouse for consistent communications among healthcare, development and other governmental entities

➤ **Research**

In developing this proposal, we reviewed data from a number of sources and solicited input from many stakeholders; activities included:

- ◆ Review of the Chamber of Commerce marketing materials and the data compiled in the Chamber branding initiative, including the original SWOT analysis notes and branding recommendations.
- ◆ Participation in the healthcare roundtable hosted by the Chamber in May, 2013.
- ◆ Review of the Community Assessment Report issued by Herron Consulting (dated December 31, 2010).
- ◆ Presented preliminary recommendations and solicited input from the Economic Prosperity Council.
- ◆ Held individual meetings with and received additional data from
 - Coweta County and City of Newnan development officers
 - City of Newnan officials
 - The Coweta County Board of Education
 - The CEO of the Central Education Center
 - Marketing, public relations and recruiting representatives of Cancer Treatment Centers of America
 - The COO of Piedmont-Newnan Hospital
 - The marketing director and recruiter for Piedmont Hospitals
 - The executive director of the Newnan Centre

In these meetings, the role of the Chamber in marketing Coweta County was discussed, as well as the specific assets that can be leveraged to position Coweta positively among the businesses and individuals being targeted, as well as the general public.

We also conducted secondary research to identify other communities that might publicly position themselves relative to healthcare. The healthcare business sector is being actively targeted by a number of similar communities, including Athens/Clarke County, GA; Gwinnett County; Asheville, NC; Hanover, VA; Lincoln County, KY; Madison, MS; and Brunswick, GA.

The state of Mississippi has launched an economic development initiative called “Blueprint Mississippi,” with the objective of growing a “state healthcare cluster” as one of the state’s major economic drivers for the coming decade and beyond.

Eight years ago, Gainesville/Hall County (GA) launched “Vision 2030,” a broad economic and quality-of-life initiative. Their healthcare component centers on benchmarking and improving the overall physical health of the community rather than the economic role that healthcare plays in our community. We feel that, as the local healthcare base grows and awareness increases, the Coweta community will naturally become more individually health-conscious.

➤ **SWOT Analysis**

In early September a meeting was held to discuss Coweta County’s strengths, weaknesses, opportunities and threats, specifically related to healthcare. Participants included representatives of local business, local and state government, healthcare leadership and the Chamber. Following is a summary of that discussion.

◆ **Strengths/Assets**

- Variety and unique mix of healthcare services, facilities and options relative to other locales
- Visibility derived from the combination of high-profile healthcare brands located here (CTCA, Piedmont, HealthSouth)
- Recent and growing economic investment in Coweta’s healthcare infrastructure
- Convenient location (re: Hartsfield Airport and I-85)
- Strong healthcare leadership in place relative to competitors
- Fiscal stability - Coweta is more fiscally sound than most suburban communities
 - Current variety of other industries – healthcare is a key economic driver but it is not the only one
 - Commercial occupancy rates are high relative to the region
 - Stable tax base and strong bond rating
- Wide variety of residential options
 - In town, sub-division neighborhoods or rural
 - Historic vs. new build
 - Mid- to high-end price range

- Variety of lifestyle/healthy living options
 - The Center for Performing and Visual Arts
 - Sports and recreation – golf, tennis, hiking, Chattahoochee Bend State Park, strong equestrian community
- Relatively low cost of living especially for medical professionals from other areas of the country
- Availability of developable land
- Consistent support of SPLOST referendums
- Education (public and private options)
 - CEC – originator and pilot program for this type of charter school
 - Center for Performing and Visual Arts
 - Consistent quality of teaching and facilities across the county at all levels
 - High student performance on all levels of standardized testing
 - Expanding healthcare-focused college and technical programs
 - Stability through fiscally-conservative management has Coweta better equipped than other counties to deal with system growth
- ◆ Weaknesses/Threats
 - Insufficient depth of healthcare leaders and professionals to adequately meet potential growth
 - Acute shortage of general-practice physicians and other healthcare professionals
 - Lack of available prebuilt commercial space
 - Lack of awareness of Coweta’s high-quality, state-of-the-art healthcare infrastructure
 - Low awareness locally
 - Coweta is located outside the Atlanta Regional Commission (ARC) fostering a lack of news coverage and general knowledge about Coweta among Atlanta and statewide audiences
 - Perception of south side of Atlanta as lacking in education and business opportunities
 - County and city of Newnan not seen as “business-friendly,” particularly at the customer service level
 - Varying levels of engagement among elected officials
 - Population growth could outpace job growth – danger of Coweta becoming even more of a “commuter county”

- Perception that medical staff is not significantly engaged in the business community and in community life (civic, cause-related, etc.)
 - Each healthcare entity conducts separate communications programs – nobody tells the “big picture”
 - Assets, attributes and successes of the community are not being effectively communicated to Coweta audiences
- ◆ Opportunities
- Formulate a cohesive, consistent vision for Coweta healthcare
 - Drive collaboration/communications among healthcare groups within the county at:
 - Executive level
 - Physician level
 - Communication/marketing team level
 - Foster collaboration between Coweta’s healthcare community and general business community
 - Communicate healthcare opportunities to targeted audiences
 - Media
 - Potential doctors and healthcare professionals
 - Healthcare-related professional associations
 - To local audiences, especially among students/youth
 - Promote the high level of performance and unique elements of Coweta’s education system
 - Smartly embrace the region (“Sell the region, then sell Coweta”)
 - Do not be artificially defined by county lines
 - Show contrast with surrounding areas where Coweta has a better story in fiscal management, education and other aspects

➤ **Competition**

- ◆ North Atlanta/ GA 400 corridor
- ◆ Adjacent counties
 - Peachtree City/Fayette County
 - Carroll County
 - Fulton County (primarily south Fulton)
- ◆ Other suburban counties and regions in Georgia and across the Southeast

➤ **Audiences**

- ◆ Local
 - Healthcare professionals in the state/region
 - General public
 - Education community (Faculty, staff and students)
 - General consumers
 - Business community
- ◆ External
 - Media
 - State and regional business and public affairs outlets
 - Medical trade journals and newsletters
 - Other appropriate trade journals
 - Trade association leadership and meeting planners

➤ **Role of the Chamber**

- ◆ Among development and healthcare representatives, we found a very favorable view of the Chamber assuming an increased role in coordinating and facilitating more comprehensive and consistent communications to local healthcare professionals, Coweta citizens and external audiences. There was a clear and consistent vision of the Chamber acting as a clearinghouse for information in announcements to media and among other desired audiences, to serve as a catalyst for collaboration among the various stakeholders, and in providing tools to both development officers and those targeting healthcare professionals to support recruiting.

At the same time, there was clear indication that the Chamber role should be to facilitate better and more consistent communications within and outside the county and to support recruiting, but not to assume any of the responsibilities that the individual entities currently have.

➤ **Strategies**

- ◆ **Leverage** Coweta County's significant **healthcare assets and investments**. Action steps in support of this strategy will be found throughout the plan as support tactics for all strategies
- ◆ **Establish a consistent "voice"** that reinforces Coweta as a healthcare center of excellence in communications programs
- ◆ **Facilitate collaboration** among local medical professionals and organizations
- ◆ Proactively **raise awareness** of the county's quality successes
- ◆ **Serve as a resource** for development officers and healthcare recruiters

➤ **Tactics**

- **Develop the Healthcare Initiative Steering Team** from among local healthcare and business leadership to provide ongoing oversight and counsel and to ensure that we are able to fully leverage the opportunities that are presented. This team will help drive the initiatives set out in the overall healthcare positioning plan and will provide guidance and oversight to the communication team responsible for carrying out the key programs (e.g., outreach, development of support materials, collaboration efforts, etc.). There should be four to five members from local leaders in education, healthcare, county/state government and the business community.

- ◆ **Formulate Consistent Voice:** The ultimate success of this campaign will rely on a core set of messages that are embraced and understood by the various stakeholders so that they can be effectively communicated to target audiences. When everyone affiliated with this healthcare positioning, and the overall Prosperity's Front Door positioning, speaks with one voice, those messages resonate much more clearly and effectively. Support tactics include:
 - Assemble a Healthcare Initiative Communications Team
 - Small group of marketing professionals representing key stakeholders.
 - ◆ Key healthcare entities in Coweta County
 - ◆ City/County representatives
 - This team will be tasked with development of messaging/positioning, outreach strategies, and collateral design concepts, among other duties.
 - Finalize core messages
 - The communications team will develop a positioning statement in clear, direct language to be used consistently by the Chamber and members in any communications related to the county's healthcare-related marketing. This positioning will serve as the foundation for all future marketing communications.
 - It should be concise, but must acknowledge the elements that make Coweta unique and desirable, specifically those that support the healthcare umbrella:
 - ◆ Education (Focus on great place to raise/educate children)
 - Unique assets
 - Key performance differentiators (scholastic and otherwise)
 - ◆ Business
 - In support of healthcare initiative
 - Stand-alone success
 - ◆ Real Estate
 - Existing attributes
 - Attributes that may attract target audiences
 - ◆ Quality of Life/Active Lifestyle
 - Healthy/active lifestyle opportunities

- Serve as the clearinghouse for communications/key messages:
 - Continually gather input from key stakeholders throughout the messaging process (see collaboration below)
 - Share messages with key communications entities on an ongoing basis
 - Constantly update and enhance the messages to reflect new data

- ◆ **Collaboration:** The Chamber’s ability to maximize the message and its impact will rely on all stakeholders working together toward a common goal - to highlight Coweta County as a Healthcare Center for Excellence; and to provide resources to the various groups who are striving to attract physicians, healthcare leaders and health-related business.

During the research and feedback portion of plan development, we identified the following action steps that would be both necessary and – based on early feedback – welcomed by the various partners.

- Conduct biannual focus groups among healthcare professionals to discuss/uncover important trends as it relates to various local themes, including:
 - (To local healthcare professionals) “Why do you live (or not live) in Coweta County?”
 - “How has Coweta county changed (for better/worse) since you have been here?”

- Conduct/moderate quarterly Communications Roundtable discussions among healthcare and education communications representatives. Items to cover include:
 - Business updates
 - Communications highlights
 - Featured speakers/case studies
 - Messaging/collateral updates

- ◆ **Awareness:** Once core messaging is finalized, there are several ways to deliver these messages to key audiences. Through the following programs, we can act as a clearinghouse for consistent communications to expand awareness and enhance perceptions of Coweta County as a Healthcare Center of Excellence.
- Media outreach/news bureau: Major announcements and “hard news” will almost always be generated by the healthcare entities, development authorities and government. But when it comes to painting the overall picture of the impact of healthcare on Coweta County, the Chamber can present a broader context by spearheading a media outreach program that delivers story opportunities (see Appendix A for initial story ideas) through outreach to targeted media outlets (see Appendix B for representative media list). These include:
 - Business
 - ◆ *Atlanta Business Chronicle*
 - Feature/General Interest
 - ◆ *Georgia Magazine*
 - ◆ *Georgia Trend*
 - ◆ Feature publications in target Ga. and Al. markets
 - ◆ Relocation publications (*Newcomer, Know Atlanta*)
 - ◆ Demographically-focused outlets (*Senior Living, Parenting*)
 - Healthcare
 - ◆ Georgia Healthcare Association publications
 - ◆ Practice-area/specialty-specific publications in Georgia
 - ◆ Pharmaceutical/Biotech publications
 - Local
 - ◆ *Newnan Times Herald*

- Social media/online program: Whereas media outreach may be limited in scope by available stories, an effective social media strategy will allow the Chamber to use a small number of outlets to communicate a broad spectrum of story opportunities. In so doing, the Chamber will become the clearing house for any and all stories, topics, highlights, updates, successes, etc. that touch the healthcare topic and present them in one place (or group of places) to help tell the entire story of Coweta County's Healthcare Success. Combining the various individual efforts and presenting them in one place can have an enormous impact on audiences both within and outside the county. Following are several vehicles for delivering Coweta County's message on the web:
 - Micro-site or page on Chamber web site:
 - Offer the "big picture" related to the Coweta Healthcare Initiative, including
 - Vision/Objectives
 - Key Messages
 - Key Stakeholders
 - Provide resources for interested visitors to the site
 - PDF version of brochures (see "Serve as A Resource..." tactics below)
 - Images and quotes/video clips of key stakeholders
 - Create links to and from key stakeholders' websites
 - Launch a Coweta County Health Facebook Page
 - Solicit events, updates, quotes, images, videos, news, etc. from stakeholders
 - Provide regular, meaningful/newsworthy updates on the Facebook page (minimize fluff, so that updates will remain impactful)
 - Encourage targets/potential targets to "Like" the Coweta Health Facebook page (in conjunction with other **Outreach** efforts)
 - Twitter can be an outreach vehicle once an overall online presence has been established on the Coweta Chamber microsite and the Facebook page created. Use Twitter in the following ways:
 - Follow groups such as media, businesses, associations, etc. to initiate an online "relationship" (line of communications)
 - Push important information/updates to Twitter followers as a supplement to Facebook
 - Highlight county successes and successes of specific stakeholders

- Use LinkedIn as a tool to create professional associations/groups online
 - ♦ Leverage as a forum for discussion, idea generation, etc.
 - ♦ Be certain to gain prior approval from Healthcare partners
 - ♦ Focus on topics and **not** on recruiting
- Work with Newnan Centre: There are literally hundreds of medical associations in Georgia and neighboring states – most of which hold regular meetings to discuss key issues, conduct ongoing education programs, and to share ideas (a partial list is available in Appendix C). These meetings happen all over the state, and Coweta County has an opportunity to attract these groups by partnering with Newnan Centre.
 - Work with the Centre to host inbound FAM (familiarity) trips for meeting/event planners serving the various healthcare-related trade associations.
 - Conduct regular outreach to associations and meeting planners (e.g., with quarterly updates of the latest healthcare news in Coweta County).
- Advertising: It is unlikely that a budget for ongoing support of the Healthcare initiative in Coweta County will include advertising. Exceptions may be made for possible special opportunities with a high potential for return on investment, or donated ad space from Chamber members. However there may be indirect opportunities to provide Healthcare positioning leadership:
 - The Chamber can serve as resource for members who wish to use the Healthcare positioning in their advertising and other outreach
 - The communications team is prepared to develop creative for potential use in general advertising consistent with the theme of the collateral pieces discussed in the next section.

◆ **Serve as a Resource for Recruiting:** The Chamber fully understands that its role in the recruiting process would be as a resource for information and materials related to the assets and attributes of Coweta County. The various healthcare entities are fully capable of finding, attracting and bringing in their own candidates. But they would welcome assistance with information and collateral materials that help them give recruits the full picture of Coweta County as a great place to live and work. Here are recommendations for organizing and delivering this material to these healthcare organizations:

- Collateral Package: Working with current branding materials and using input from development officers and healthcare recruiters, develop general collateral materials targeted towards healthcare professionals showcasing Coweta’s assets. This piece would offer a consistent look and feel to the Chamber’s “Prosperity’s Front Door” positioning, but with a healthcare focus. Key areas of focus include:

- Education
- Quality of life
 - ♦ Recreation
 - ♦ History
 - ♦ Lifestyle
 - ♦ Location
- Residential opportunities/variety

This material provides useful information to help a prospective recruit to “check off the boxes” with regard to the various amenities he or she is looking for, allowing them to make logical comparisons with competing opportunities.

- Create a “vision package” to help recruits remember and differentiate Coweta from other locales: A “Vision Package” transcends the logical and showcases the intangible attributes that make Coweta County unique. This collateral will increase the chances that recruits remember Coweta favorably.
- The goal is to reach recruits emotionally, with a high-end brochure that visually combines the tangible and intangible attributes that differentiate Coweta County.
- The piece should be unique, high-quality and compelling enough to ensure that recruits will hold on to it longer than a regular brochure.

- Provide a themed flash drive: The various physical collateral materials above would be packaged in an appropriately themed flash drive. Shaped like a key, the drive will make it easy to review and share:
 - All material from general collateral
 - FAQ on Coweta County
 - Directory of web sites and contact people and phone numbers points for key resources

➤ **Process**

◆ **1 – 90 days**

- Assemble Steering team
 - Establish evaluation criteria
- Assemble communications team
- Establish positioning and approved language for messaging
- Assemble content (copy and high-quality images) from the groups below to establish a baseline for development of our own collateral materials
 - Healthcare groups
 - Educational groups
 - Historical Society
 - Newnan Centre
 - Real Estate
- Design collateral materials
- Produce press materials
- Flesh out story opportunity grid
- Continue research on media contacts
- Continue research on association contacts (prioritize and flesh out contact list)
- Conduct quarterly Communications and Steering team meetings
- Quarterly reporting to Steering Team

◆ **90 – 180 days**

- Create and launch Facebook page and Chamber web microsite
- Initiate outreach programs to media/associations
- Produce/distribute collateral materials
- Continue all outreach activities
 - Media
 - Social Media (Facebook, Chamber microsite)
 - Association (FAM trip, etc.)
- Conduct quarterly Communications and Steering team meetings
- Conduct quarterly healthcare roundtable
- Conduct initial focus group with healthcare professionals
- Quarterly reporting to Steering team

◆ **Ongoing**

- Continue all outreach activities
 - Media
 - Social Media (Facebook, Chamber microsite)
 - Association (FAM trip, etc.)
- Regular input from key stakeholders regarding design/content of collateral materials
- Conduct quarterly healthcare roundtable
- Conduct quarterly Communications and Steering team meetings
- Quarterly reporting to Steering team

➤ **Evaluation**

◆ **Weekly communications with Chamber president & CEO**

- Scheduled and unscheduled meetings and conversations regarding tactical direction

◆ **Monthly written report to Chamber**

- Written tactical report and results evaluation

◆ **Quarterly meeting with Steering Team**

- Review efforts and results
 - Re-evaluate strategies and tactics
- ◆ Discuss the next 90- and 180-day plans