



# Affirmant Health Partners Campaign Book

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## FOREWORD AND ACKNOWLEDGMENTS

This project was completed by students of COM 4500 at Western Michigan University, Summer I semester of 2017. Members of RUSS Group include Garret Shaw (Account Executive), Grace Reid (Assistant Account Executive), Ellie Unkenholz (Creative Director/Social Media Director) and Scott Salmoni (Operations Officer). The faculty advisor who oversaw RUSS Group throughout the planning of this campaign was Dr. Leah Omilion-Hodges. Affirmant Health Partners, represented by Katy Velten, was the client for whom this campaign was created.

*This plan was developed as a result of a teaching exercise and simulation and not done directly for the client, but as a practical application of teaching methods. The client is welcome to use the information and plan enclosed, but the implementation of the plan is up to the sole discretion of the client.*

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# **EXECUTIVE SUMMARY**

## **Executive Summary**

A clinical integrated network, Affirmant Health is a new type of organization that is taking the health care world by storm. Affirmant Health strives to transform the health care world to better serve patients while also helping health care professionals cut costs, become more efficient and stay up-to-date on the latest in health care technology. Though Affirmant Health is working to better the health care system, they are a new organization and lack a central message for partners to use. For this reason, Affirmant Health is looking to standardize itself and its story across the internal publics it serves. Over the course of one fiscal year, this plan will primarily tackle this issue. This plan will develop an online presence, standardize internal communication of the mission and values of this organization and set the organization up for future success.



# **SITUATION ANALYSIS OF CLIENT & PROBLEM STATEMENT**

## **Situation Analysis**

### *Profile*

Affirmant Health Partners is an organization that focuses on improving communication between health care systems in order to better the quality of care that patients receive at a lower cost. Affirmant Health was formed in 2015 and serves the Michigan community. The organization works with hospital systems and the physicians associated with those systems to strive to make the cost of health care more affordable. Affirmant Health is one of the largest clinically integrated networks in the state of Michigan along with Trinity Health and Together Health. Affirmant serves 8 hospital systems, 33 hospitals and nearly 6,000 physicians.

Affirmant Health is currently comprised of four individuals: Dr. Bill Mayer, CEO; Jennifer Houttekier, Director of Clinical Integration; Alex Dupuie, Clinical Integration Performance Analyst; Katy Velten, Communications Specialist.

The organization's vision is to create a healthy Michigan at an affordable cost. Their mission, verbatim, is "We collaborate with patients, colleagues and community partners to relentlessly improve the quality and cost-effectiveness of health care." Their goals are to better health and affordable cost through clinical transformation. More covered lives and shared rewards through health plan partnerships.

Affirmant Health has the luxury of having a dedicated staff that cares about the mission it has set forth. While this staff rarely meets, it is apparent that they communicate well in order to achieve their goals. Affirmant Health also has an established mission and values

that are used to cultivate the organization's culture. This ties along to the organization's standardization of their brand. These branding guidelines, or "Visual Identity Guidelines," ensure that all external and internal communication is unified and describes the ways that it is acceptable and unacceptable to use the "Momentum Graphic," pictures, and the acceptable color schemes. Lastly, Affirmant Health has made it known to RUSS Group that they are willing to put forth \$25,000 dollars to communication and public relation efforts. This capital serves as substantial and sufficient for advertising, events, and other relationship building activities. Because of the existing connections with the communications resources housed in member systems, almost the entire budget is allocated simply for financing outsourced graphic design and social media development.

Affirmant Health currently has a newsletter that is sent out monthly to participating health care systems. The website is currently in the creation process, but will hopefully be instated in the very near future. Right now, there is inconsistent use of press releases. The organization uses a company called Mongol for current advertising. Affirmant Health has branding guidelines established. Affirmant Health has received minimal press coverage, has no website, nor do they use social media.

## SWOT

An integral part of the problem analysis for this organization is the analysis of the existing strengths, weaknesses, opportunities and threats that Affirmant Health Partners faces in its daily practice. These are listed below.

<p style="text-align: center;"><i>Strengths</i></p> <ul style="list-style-type: none"><li>•Determined staff</li><li>•Agreeable cause</li><li>•Market Safety</li><li>•Established branding guidelines</li></ul>	<p style="text-align: center;"><i>Weaknesses</i></p> <ul style="list-style-type: none"><li>•Little to no social media presence</li><li>•No website</li></ul>
<p style="text-align: center;"><i>Opportunities</i></p> <ul style="list-style-type: none"><li>•Social media</li><li>•Reaching news outlets</li><li>•Improve understanding of organization's mission.</li></ul>	<p style="text-align: center;"><i>Threats</i></p> <ul style="list-style-type: none"><li>•Competition</li><li>•Lack of experience/New organization</li><li>•Difficult to explain what they "do"</li></ul>

## **Analysis of the Problem**

### PEST

#### *Political*

Under the new executive administration, health care law is becoming less and less predictable. This creates a need for Affirmant Health Partners as their mission is relevant to most of the Michigan population. Their work will help influence the future of health care law and health care expectations. Currently, due to our political climate, health care policy is facing drastic changes that could impact the way healthcare professionals charge for the care patients receive. Though this is true, this change can help stabilize the place Affirmant Health holds in its market. The perception of healthcare is mixed due to the political climate, which sometimes makes conversations around health care tense.

#### *Economic*

After the 2008 recession, federal health care spending was cut dramatically (Young, 2010). This has had a major impact on the way the citizens of the United States view health care and those who work within it. Affirmant Health's prerogative is to help bridge the gap between the hospitals and the patients. They work to help navigate the system and make health care more affordable and effective.

#### *Sociocultural*

Health care is a large news item and can be seen in major news reports daily. This perspective of health care is not only changing how lawmakers and physicians think about their role in an ever-changing environment, but this also changes the perspectives

of how accessible health care is. Affirmant Health has a steady foothold here, as they are creating an easier system for health care practitioners and patients alike.

### *Technological*

Health care technology is changing daily. This change means new advances in medicine are being made faster and health practitioners and patients have new treatment options daily. Because of this, Affirmant Health is helping hospitals keep up with trends, as the information system they are creating will provide doctors and patients information that is relevant to them in a more timely fashion.

### *Problem Statement*

Affirmant Health has few outlets to reach both their internal and external publics; their online presence is nonexistent and little to no media coverage has been done on the company. The organization lacks standardization in document creation and internal communication and does not have an established presence in their market.

This problem statement was created to concisely describe the issues facing Affirmant Health that the organization can impact themselves. This campaign will aim to address these issues.

### *Profile of Target Publics*

Currently, Affirmant Health has partnered with eight health care systems around Michigan, including Henry Ford Health System, Henry Ford Allegiance Health, Bronson Healthcare, Covenant Healthcare, MidMichigan Health, Lakeland Health, Sparrow and Spectrum Health. In partnering with these member systems, Affirmant Health Partners is working towards their goal of a healthy Michigan at an affordable cost.

The key publics targeted by Affirmant Health Partners are primarily the current and potential future health care systems with whom they work to achieve their goal of lowering the cost of health care. Additionally, patients affected by the cost of today's health care hold vested interest in the success of Affirmant Health in achieving their mission. This includes existing patients with chronic health problems and future patients who do not expect to incur the devastating health bills that might come their way.

Affirmant Health serves three publics: administration within the health care systems, the physicians of said health care systems and current and potential patients. This campaign aims to target the internal publics of the organization - the health care systems and physicians - in order to standardize understanding of Affirmant Health's mission, goals and values.

The publics are expecting to be informed and captivated by the communications put forth. These communications will focus on engagement and creating a mutual understanding of who Affirmant Health is, what Affirmant Health does and what these publics' roles are in the system being cultivated.



# **CAMPAIGN DESIGN AND IMPLEMENTATION**

## **Campaign Plan**

### *The Planning Process*

RUSS Group observed the deficiencies of Affirmant Health Partners' current communication campaign and decided to implement a more consistent, cohesive plan that would allow Affirmant Health to better communicate with its target publics.

These publics were selected to fulfil the goals of this campaign. Affirmant Health relies on the internal publics for the success of their operation. It is imperative that all internal publics are in agreement on what Affirmant Health does, so when they converse with other doctors, staff, patients, or health systems, they are using dialog that is appropriate and furthers the Affirmant brand.

### *Key Messages*

The key messages are derived for hospital partners to have the ability to identify and disseminate the objectives of Affirmant Health. These messages can be used in communications between Affirmant and hospitals to create a mutual understanding of not only what Affirmant offers to their client hospitals, but also to the patients. The key messages are as follows:

- Affirmant Health Partners strives for a healthy Michigan at an affordable cost.
- Affirmant Health Partners collaborates with patients, colleagues and community partners to relentlessly improve the quality and cost-effectiveness of health care.
- Affirmant Health Partners are leaders in quality, holding themselves and their partners to the highest standards of integrity and performance.

- Affirmant Health Partners seek to understand and respect their patients, colleagues and community partners.
- Affirmant Health Partners support, empower and leverage their high-performing teams.
- Affirmant Health Partners learn, teach and adopt evidence-based best practices.
- Affirmant Health Partners inspire and enable rapid improvement in health care.
- Affirmant Health Partners believes in looking at the entire patient as a whole.

These messages help to inform the audience of Affirmant’s mission and values, effectively helping to meet the overarching goal of this campaign. Specifically, they allow the partners of Affirmant Health a quick, polished reference to be able to internalize and explain what Affirmant Health Partners “does” and how they intend to do it.

### *Goals and Objectives*

The overarching goal of this campaign is as follows:

To increase awareness within target publics regarding the existence, mission and values of Affirmant Health Partners.

This goal was developed out of Affirmant Health’s need for brand awareness and recognition. Our client made it known to us the difficulty of explaining what Affirmant Health is to their internal publics--this opportunity to express what Affirmant is aiming to shape the story of the organization and show the internal public what it means to be an Affirmant Health Partner.

## *Strategies and Tactics*

For this campaign with Affirmant Health Partners, we plan to implement several strategies to achieve the overarching goal of obtaining a larger awareness from Affirmant Health's target publics and to establish the organization within its market.

### **Social Media**

The first strategy to put into action will be to establish a presence for Affirmant Health Partners on social media. This strategy will specifically support our objective of increasing awareness of Affirmant and their mission among current and potential clients. Social media allows for an organization to create and maintain a strong, informal dialogue with its publics which allows for a more likable and personable outward face for the organization. This strategy will be implemented by making accounts for Affirmant Health Partners on such social media platforms such as Twitter, Facebook, LinkedIn and YouTube, all of which have the potential reach of millions of users.

Social media is quickly becoming one of the most prominent, effective and efficient strategies for communications and marketing. Because social media is a free service, it will keep costs in these areas extremely low, allowing the budget to be better allocated elsewhere. There are paid ways to take advantage of reaching larger or more specific audiences, but even these promotion costs are minimal. A presence on select platforms will provide Affirmant Health with the opportunity to interact with the public and spread as much positive messaging as they can.

*YouTube* will be used to host any and all videos related to Affirmant Health. These videos will include informational, educational and promotional videos. In addition to these items, copies of any news coverage will be included on this page. Other videos may include monthly interviews with the CEO, other staff members or members within Affirmant Health's network, which would be great supplements to the already existing newsletter. Through this platform, Affirmant Health will be able to disperse these videos across multiple other social media platforms. Affirmant Health Partners can use YouTube to target their internal publics via informational videos and training videos. The internal publics can use the YouTube channel as a reference page for organizational goals and information.

*Twitter* is a quick, easy way to communicate with the public. On this platform, they can tweet about their mission, news, events, etc. Twitter is also exceptionally useful in terms of customer support. By instating a unique hashtag such as [#AffirmantHealth](#) or #FueltheFire, conversations about the company will be easily found and users can address questions or concerns in an easy and informal fashion. (See Appendix A)

*Facebook* is another great platform to house and promote videos, while encouraging interaction from other users. Affirmant can utilize many of Facebook's features to interact with the public through things like Messenger and responding to comments or posts. Photos, articles, live streaming and events can be posted and promoted to increase awareness about the organization and its mission. Affirmant Health will have its own page where information about the company can be easily displayed and viewed by

anyone visiting their page or following links to the profile. Content for Facebook posts can be similar to what is used on Twitter, seen in Appendix A. While Affirmant can take full advantage of posting their own content, they will also be able to share relevant posts made by other users. These posts may include client testimonials, posts made by partnering health care organizations and hospitals, and articles about Affirmant or their partners.

*LinkedIn* can serve mainly as a professional landing page that people can use as a reference for more information about the company and its mission, as well as a way for people to find information on the staff, partners, and other stakeholders.

*Scheduling* social media posts in advance will be the most effective way to strategize and plan posts and content. With a subscription to Hootsuite, planning and scheduling these posts will be very easy. This platform will allow posts to be scheduled in advance and will then push the posts at the scheduled time onto the respective social media account. Hootsuite also tracks analytics to improve ROI and provides an easy way to watch what people are saying about the organization and engage in the conversation. When it comes to the scheduling of posts, the frequency and timing of posts should be strategic and organized. Videos should come out frequently. The goal is to upload a new video each week. With the broad amount of topics that can be covered in these videos, coming up with content on a weekly basis should be relatively simple. Facebook is an extremely active platform, meaning posts should be frequent and attention-grabbing. Facebook should be posted on daily. Interactions with other users, sharing content and responding

to comments should be an ongoing thing throughout the day. LinkedIn will, for the most part, stay pretty constant. As material changes, the page should be updated, but the main goal of this platform is to serve as a reference point. Twitter, like Facebook, is an active and very quick site. Because tweets are sent so frequently, it is easy to get lost in users' feeds. The goal will be to tweet at least two times a day, whether it is fresh content, retweeting another user's content, retweeting an article, or responding to a user's tweet. With frequent maintenance and use of these sites, Affirmant Health's online presence will increase, therefore increasing awareness across its publics.

### **Website Content**

Our second strategy that we will make use of for this campaign is the establishment of a solid, first-hand virtual presence. This strategy helps to fulfil the objective of increasing the awareness of Affirmant Health Partners' mission and values by their target publics. We will execute this via the implementation of a website for Affirmant Health. While Affirmant is currently working with a web designer to develop the structure and design of their upcoming website, they have yet to plan out the content, which is critical to the success of the website as a tactic.

A prominent element of our campaign for Affirmant Health Partners will be to create the written content that will appear on their website. This includes pages describing the organization and its mission (Appendix B) as well as pages that elaborate on frequently asked questions and concerns, how to contact the organization and opportunities that one might encounter with Affirmant Health Partners.

## **Templates**

The final strategy that we will use in this campaign is creating a go-to system of communications blueprints for the client to use so that they do not have to continue drafting communications from scratch. To do so, we will create templates for several communication documents, starting with the press release.

The press release will be used in most communication from the organization to the earned media. The template attached (Appendix C) follows the branding guidelines and AP Style and can easily be edited. Adhering to AP style, all press releases should follow the inverted pyramid design, with the most important information being at the top. Press releases should be concise and clean, using language that is easily understood and explaining ideas fully. Any press releases should be accompanied with information that pertains to the story such as pictures, videos, pamphlets, factsheets, and specialized information that pertains to the organization or event. Using these tools in addition with the press release will greatly increase its value and increase the likelihood that reporters will see value in the release, further building media relations.

Mailchimp will be used to send out newsletters to subscribers. Mailchimp removes the issues of FCC compliance and blacklisting, as businesses begin sending hundreds or thousands of emails out, this is imperative. If an organization sends out too many emails and enough people complain, the IP will be blacklisted and will not be allowed to send out mass emails. Mailchimp will handle this, as they use their own IP handling and offer

an unsubscribe service. Mailchimp also makes it easy for businesses and organizations to create branded newsletters in minutes and create flowing content that reaches more people, faster. This online software is easy to learn and has been budgeted for this campaign.



# **BUDGET & IMPLEMENTATION SCHEDULE**

**Budget**  
2017-2018

Web Hosting (Bluehost/ Wordpress).....	\$350.00
Hootsuite (Professional Account).....	\$247.50
Qualtrics (Business Account).....	\$700.00
Mailchimp.....	\$300.00
Intern (\$11.00 x 20 hr/wk x 50 wk).....	\$11,000.00

*Tentative*

Adobe Creative Suite.....	\$840.00
Social Media Ads.....	\$2,000.00
Cision Media Database.....	\$3,000.00
Events.....	\$4,500.00

Subtotal.....	\$22,937.50
Tax (8.25%).....	\$2,062.50
<i>Total</i> .....	<i>\$25,000.00</i>

## Annual Implementation Schedule

Goal 1	Actions	Party Responsible	Dates
Web hosting	Use Wordpress and Bluehost to create the website	Website Creator Intern	Website Completed By Late August Content Updated Quarterly

Goal 2	Actions	Party Responsible	Dates
Hootsuite	Social Media management	Intern	Creation and Implementation of Sites: July- August Plan Postings Beginning of Each Quarter

Goal 3	Actions	Party Responsible	Dates
Qualtrics Surveys	Accounting Services	Internal Employee who has already been hired to handle the company's finances	Conducted End of Every Fiscal Quarter

Goal 4	Action	Party Responsible	Dates
MailChimp	Marketing and Advertising	Outside source Hired by the company	Implement Fully End of August Send Newsletter Monthly

Goal 5	Action	Party Responsible	Dates
Interns	Manage the social media and help with everyday office production	Managers to oversee the work that is being completed and that it is up to the company's standards.	Hired Per Semester with Inclusion of Transition times (50 weeks)

Goal 6	Action	Party Responsible	Dates
Adobe Creative Suite	A Graphic Design and video editing Software to help build a professional website	The content creator for the company	June 2017

Goal 7	Action	Party Responsible	Dates
Social Media Advertisements	Create advertisements to post on the media pages to inform the customers and followers about upcoming changes in the company	Social Media Intern	Tentative Dates Upon Company Schedule

Goal 8	Actions	Party Responsible	Dates
Cision Media DataBase	Promotes an easier way to manage social media accounts, efficient way to access and obtain media contacts	The internal employe delegated to handle PR tasks	Monitored Weekly

Goal 9	Action	Party Responsible	Dates
Events	Planning and making sure that everything is set-up so the event runs smoothly.	Everyone or designated employees to plan the events.	Tentative Dates Upon Company Schedule



# **EVALUATION PLAN**

## **Evaluation Plan**

All of the above strategies and tactics will be implemented over the 2017-2018 fiscal year. Thus, the total success of this campaign should be measured after the end of the fiscal year. In the interest of determining efficacy, measuring how impactful the efforts of the organization makes is crucial. These measurements and evaluations should happen every fiscal quarter, equating to four checks per year. The tools to be used in the measuring process are the analytics offered through social media services such as “Insights” on Facebook, and Google Analytics for the website. Social media and web traffic are both effective ways to measure and evaluate success due to the nature of goals within this plan. The goal should be positive trends in the analytics for Facebook and the website. Upward trends should indicate that more people are recognizing Affirmant Health through the promotions the organizations sets forth.

It is also imperative to measure the perception of all target publics. This will be conducted through survey research. Using online survey platforms such as Qualtrics or Survey Monkey, the awareness and perception of the target publics can be measured and analyzed to determine the efficacy of the campaign. Using a Perception of Organizational Innovativeness (PORGI) Scale, done once at the beginning of the campaign and once per check, will give an accurate measurement to how well the innovation of the organization is being perceived. Another type of survey that will be useful for this organization is the homophily scale. This scale recognizes how similar publics perceive the organization is to the individuals. Homophily is important when building brands people who have an affinity towards a specific brand are more likely to think fondly of it.

Compiling this information into the Assessment Form every fiscal quarter will make it easier to chart trends and understand if the actions implemented created a positive change for the organization.



# **CONCLUSION**

## **Conclusion**

This campaign aims to increase brand awareness through the internal publics of Affirmant Health Partners. This plan offers an online presence, templates, survey and evaluation methods, and other documents that will help Affirmant Health reach its goals. This plan will cover the course of one fiscal year and will implement four “checks,” one per fiscal quarter, to determine efficacy and find areas where change can be implemented. RUSS Group is optimistic this plan will be effective and give a high return on investment. This plan uses modern practices, has been disseminated and put back together multiple times moves the organization in the direction of more cohesion and better understanding.



# **APPENDIX**

# APPENDIX A

The screenshot displays the Twitter profile for Affirmant Health (@AffirmantHealth). The profile header includes the name 'Affirmant Health', the handle '@AffirmantHealth', and the bio 'Affirmant Health Health Partners'. The profile picture is a circular logo with the text 'Affirmant Health Partners'. The navigation bar at the top shows 'Home', 'Moments', 'Notifications', 'Messages', and a search bar. The main content area is divided into 'Tweets' (7) and 'Moments' (0). The 'Tweets' section shows a list of tweets from Affirmant Health, including a tweet about meeting the CEO of Affirmant Health, Bill Mayer, and several tweets promoting the #FueltheFire campaign. The 'Trends' sidebar on the right lists trending topics such as #BB19, Daniel Norris, #TrumpBiographyTitles, Royals, Dan Gilbert, Comerica Park, MTV News, #USOC2017, John Lackey, and #WhyILoveCanada.

**Affirmant Health**  
@AffirmantHealth  
Affirmant Health Health Partners  
Michigan, USA  
affirmant.com  
Joined June 2017  
Photos and videos

**Tweets** **Tweets & replies** **Media**

**Affirmant Health** @AffirmantHealth · 7m  
Meet the CEO of #AffirmantHealth Bill Mayer

**Affirmant Health** @AffirmantHealth · 11m  
If you believe in better, more cost-effective health care, place a 🔥 in your bio to raise awareness about how you can #FueltheFire

**Affirmant Health** @AffirmantHealth · 11m  
If you believe in better, more cost-effective health care, place a 🔥 in your bio to raise awareness about how you can #FueltheFire

**Affirmant Health** @AffirmantHealth · 13m  
Oxygen + Fuel + Heat = 🔥 and Data Analytics + Clinical Transformation + Health Plan Partnerships = health care transformation #FueltheFire

**Affirmant Health** @AffirmantHealth · 14m  
We partner with Bronson, Covenant HealthCare, Henry Ford Health System, Lakeland Health, MidMichigan Health & Sparrow to better health care

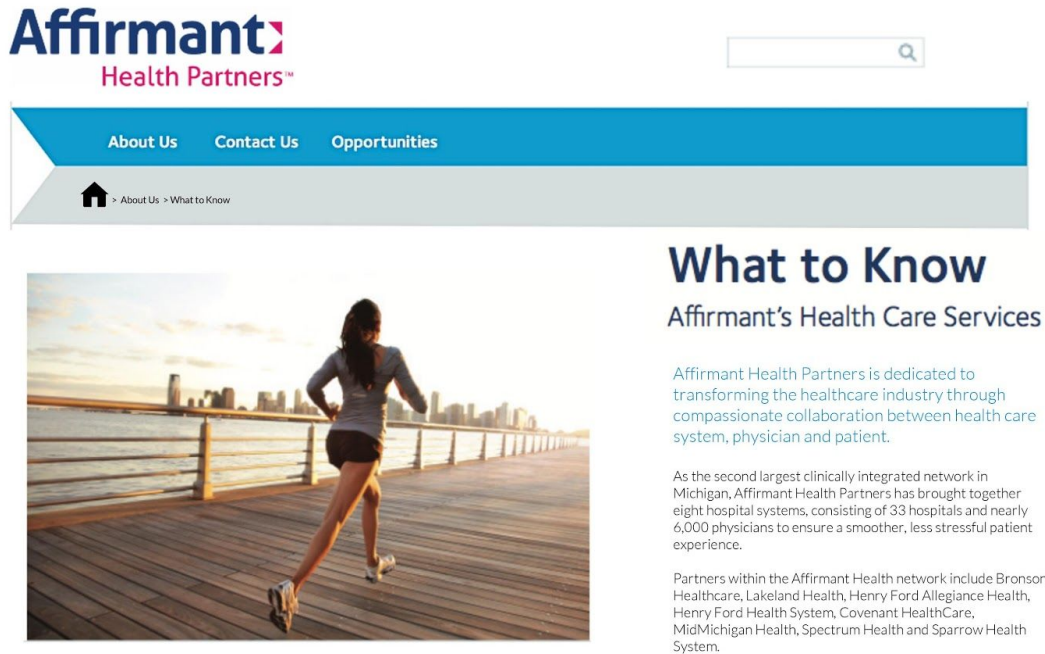
**Affirmant Health** @AffirmantHealth · 20m  
Our mission is to collaborate with patients, colleagues and community partners to improve the quality and cost-effectiveness of health care

**Affirmant Health** @AffirmantHealth · 28m  
We use the fire triangle as the metaphor to describe the work we do at #AffirmantHealth 🔥

**Affirmant Health** @AffirmantHealth · 32m  
Join the conversation about how we can #FueltheFire to create a better and more cost-effective health care system 🔥

**Trends** · Change  
#BB19  
19.7K Tweets  
Daniel Norris  
#TrumpBiographyTitles  
Royals  
22K Tweets  
Dan Gilbert  
1,083 Tweets  
Comerica Park  
MTV News  
MTV to restructure news and shift focus towards video, reports say  
#USOC2017  
2,026 Tweets  
John Lackey  
#WhyILoveCanada

## APPENDIX B



**Affirmant**  
Health Partners™

About Us Contact Us Opportunities

Home > About Us > What to Know

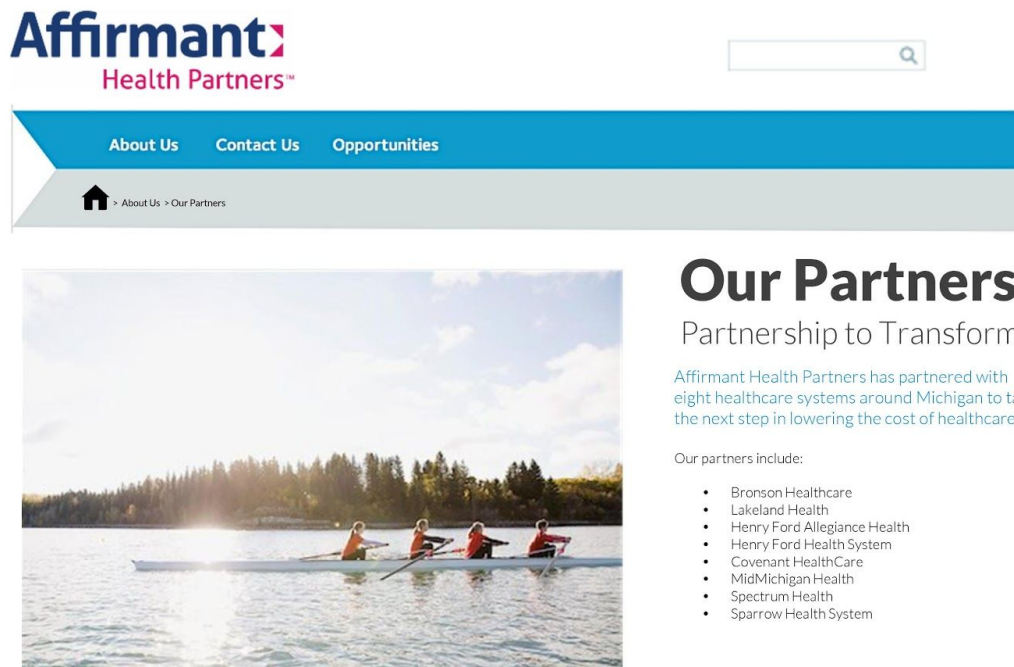
### What to Know

#### Affirmant's Health Care Services

Affirmant Health Partners is dedicated to transforming the healthcare industry through compassionate collaboration between health care system, physician and patient.

As the second largest clinically integrated network in Michigan, Affirmant Health Partners has brought together eight hospital systems, consisting of 33 hospitals and nearly 6,000 physicians to ensure a smoother, less stressful patient experience.

Partners within the Affirmant Health network include Bronson Healthcare, Lakeland Health, Henry Ford Allegiance Health, Henry Ford Health System, Covenant HealthCare, MidMichigan Health, Spectrum Health and Sparrow Health System.



**Affirmant**  
Health Partners™

About Us Contact Us Opportunities

Home > About Us > Our Partners

### Our Partners

#### Partnership to Transform

Affirmant Health Partners has partnered with eight healthcare systems around Michigan to take the next step in lowering the cost of healthcare.

Our partners include:

- Bronson Healthcare
- Lakeland Health
- Henry Ford Allegiance Health
- Henry Ford Health System
- Covenant HealthCare
- MidMichigan Health
- Spectrum Health
- Sparrow Health System

## Contact Us

**Your Name**

**Phone Number**

**Email**

**Your Company**

**Subject**

**Your Question**

SEND

## Opportunities

We are currently looking to bring on the following positions:

COMMUNICATIONS INTERN	▼
ACCOUNTING MANAGER	▼
ADMINISTRATIVE ASSISTANT	▼
WEB DESIGNER	▼
COMMUNITY OUTREACH SPECIALIST	▼
SOCIAL MEDIA MANAGER	▼
PERSONAL ASSISTANT	▼
HUMAN RESOURCES	▼

## APPENDIX C



NEWS RELEASE  
FOR IMMEDIATE RELEASE  
Month ##, 20##

[Name of Contact]  
[E-mail]  
[Phone Number]

**TITLE**  
*Subtitle.*

LOCATION, ST—

### **About**

Affirmant Health Partners exists to improve the health of our communities. We do this through the creation of high-performance, custom teams that are centered around the patient. We are a network of the best. Situated in Michigan, we are driven to continuously improve care in our region and beyond. We are a collaboration of partners, focused on our mission, and relentless in our pursuit.

**APPENDIX D**

Assessment Form

Date: \_\_\_\_\_

Facebook “Likes” \_\_\_\_\_

LinkedIn Followers \_\_\_\_\_

Instagram Followers \_\_\_\_\_

Youtube Subscribers \_\_\_\_\_

Google Analytics \_\_\_\_\_

(Pageviews for past 2 weeks)

Number Surveys Performed Since Last Check \_\_\_\_\_

List Here (Name, Useful?, Number of Participants)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_
11. \_\_\_\_\_
12. \_\_\_\_\_
13. \_\_\_\_\_
14. \_\_\_\_\_
15. \_\_\_\_\_

Perceived Organizational Innovativeness Scale (PORGI)  
(Hurt & Teigen, 1977)

Innovativeness has to do with how early in the process of adoption of new ideas, practices, etc. that the individual or organization is likely to accept a change. The organizational innovativeness scale was designed to measure a member of an organization's perception of the organizations orientations toward change. Cronbach's Alpha > .90

**Directions:** Please indicate the degree to which you agree that the statement describes your organization. In the blank just before the statement, indicate whether you:

**Strongly Disagree = 1; Disagree = 2; are Undecided; Agree = 4; Strongly Agree = 5**

My Organization is:

- \_\_\_\_\_ 1. cautious about accepting new ideas.
- \_\_\_\_\_ 2. a leader among other organizations.
- \_\_\_\_\_ 3. suspicious of new ways of thinking.
- \_\_\_\_\_ 4. very inventive.
- \_\_\_\_\_ 5. often consulted by other organizations for advice and information.
- \_\_\_\_\_ 6. skeptical of new ideas.
- \_\_\_\_\_ 7. creative in its method of operation.
- \_\_\_\_\_ 8. usually one of the last of its kind to change to a new method of operation.
- \_\_\_\_\_ 9. considered one of the leaders of its type.
- \_\_\_\_\_ 10. receptive to new ideas.
- \_\_\_\_\_ 11. challenged by new ideas.
- \_\_\_\_\_ 12. follows the belief that "the old way of doing things is the best."
- \_\_\_\_\_ 13. very original in its operational procedures.
- \_\_\_\_\_ 14. does not respond quickly enough to necessary changes.
- \_\_\_\_\_ 15. reluctant to adopt new ways of doing things until other organizations have used them successfully.
- \_\_\_\_\_ 16. frequently initiates new methods of operations.
- \_\_\_\_\_ 17. slow to change.
- \_\_\_\_\_ 18. rarely involves employees in the decision-making process.
- \_\_\_\_\_ 19. maintains good communication between supervisors and employees.
- \_\_\_\_\_ 20. influential with other organizations.
- \_\_\_\_\_ 21. seeks out new ways to do things.
- \_\_\_\_\_ 22. rarely trusts new ideas and ways of functioning.
- \_\_\_\_\_ 23. never satisfactorily explains to employees the reasons for procedural changes.
- \_\_\_\_\_ 24. frequently tries out new ideas.
- \_\_\_\_\_ 25. willing and ready to accept outside help when necessary.

**Scoring:**

Step 1. Add the scores for the following items: 1, 3, 6, 8, 12, 14, 15, 17, 18, 22, and 23.

Step 2. Add the scores for the following items: 2, 4, 5, 7, 9, 10, 11, 13, 16, 19, 20, 21, 24, and 25.

Step 3. Complete the following formula.  $PORGI = 66 + \text{total from Step 2} - \text{total from step 1}$ .

Scores can range between 25 and 125.

Scores above 110 indicate the organization can be classified as "innovative."

Scores between 91 and 110 indicate the organization is an "early adopter."

Scores between 71 and 90 indicate the organization is in the "early majority."

Scores between 50 and 70 indicate the organization is in the "late majority."

Scores below 50 indicate the organization can be classified as a "laggard" or "traditional."

Generally, Organizations which score above 90 are high in innovativeness. Those scoring below 50 are low in innovativeness. Those scoring between 50 and 90 are moderate in innovativeness.

## Fear of Physician (FOP)

Many people are fearful and/or anxious about communicating with their physician. It is believed that this fear/anxiety is in some part a function of the way the physician communicates with the patient. This instrument was developed to measure that feeling. The FOP is an extension of the 5-item state anxiety measure developed by Spielberger (1966). Cronbach's Alpha  $\approx$ .90.

**Directions:** There are five statements below which are common comments made by patients concerning their physicians. Please indicate in the space before each item how you feel when communicating with your physician. Please indicate how well each statement describes how you feel when communicating your physician employing the following scale:

**1 = not at all; 2 = somewhat; 3 = moderately so; 4 = very much so**

- \_\_\_\_\_ 1. When communicating with my physician, I feel tense.
- \_\_\_\_\_ 2. When communicating with my physician, I feel calm.
- \_\_\_\_\_ 3. When communicating with my physician, I feel jittery.
- \_\_\_\_\_ 4. When communicating with my physician, I feel nervous.
- \_\_\_\_\_ 5. When communicating with my physician, I feel relaxed.

### **Scoring:**

Step 1. Add the scores for items 1, 3, and 4.

Step 2. Add the scores for items 2 and 5.

Step 3. Complete the following formula:  $FOP = 15 + \text{total for Step 1} - \text{total for Step 2}$ .

Scores above 13 indicates high fear of physician. Scores below 7 indicate low fear of physician.

Scores between 7 and 13 indicate moderate fear of physician.

Source Credibility Measures  
(McCroskey, & Teven, 1999)

These measures provide three separate total scores, one for each of three dimensions (competence, goodwill/caring, trustworthiness). These scores should not be scored into one score. They should not be employed in stepwise regression analyses because their colinearity will violate the assumptions of this statistical procedure. However, they can be used in regular multiple regression and in canonical correlational analyses, as well as for computing individual simple correlations. Cronbach's Alpha > .80.

**Instructions:** On the scales below, indicate your feelings about your manager (or, if not currently employed, your most recent supervisor). Numbers 1 and 7 indicate a very strong feeling. Numbers 2 and 6 indicate a strong feeling. Numbers 3 and 5 indicate a fairly weak feeling. Number 4 indicates you are undecided.

**Intelligent 1 2 3 4 5 6 7 Unintelligent**

Untrained 1 2 3 4 5 6 7 Trained

**Cares about me 1 2 3 4 5 6 7 Doesn't care about me**

**Honest 1 2 3 4 5 6 7 Dishonest**

**Has my interests at heart 1 2 3 4 5 6 7 Doesn't have my interests at heart**

Untrustworthy 1 2 3 4 5 6 7 Trustworthy

Inexpert 1 2 3 4 5 6 7 Expert

Self-centered 1 2 3 4 5 6 7 Not self-centered

**Concerned with me 1 2 3 4 5 6 7 Not concerned with me**

**Honorable 1 2 3 4 5 6 7 Dishonorable**

**Informed 1 2 3 4 5 6 7 Uninformed**

**Moral 1 2 3 4 5 6 7 Immoral**

Incompetent 1 2 3 4 5 6 7 Competent

Unethical 1 2 3 4 5 6 7 Ethical

Insensitive 1 2 3 4 5 6 7 Sensitive

**Bright 1 2 3 4 5 6 7 Stupid**

Phony 1 2 3 4 5 6 7 Genuine

Not understanding 1 2 3 4 5 6 7 Understanding

**SCORING:** To compute your scores, add your scores for each item as indicated below:  
Recode BOLDED questions with the following format:

1=7

2=6

3=5

4=4

5=3

6=2

7=1

Competence Factor (1, 2, 7, 11, 13, and 16)\_\_\_\_\_

Caring/Goodwill Factor (3, 5, 8, 9, 15, and 18)\_\_\_\_\_

Trustworthiness Factor (4, 6, 10, 12, 14, and 17)\_\_\_\_\_



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