

The background features a complex geometric design. It consists of several overlapping, angular shapes in shades of teal and grey. The shapes are arranged in a way that creates a sense of depth and movement, with some shapes appearing to be layered on top of others. The overall effect is modern and dynamic.

Red Raider Representatives 2020 / 2021

“It Starts From Within”

Table Of Contents

- Letter to the Client.....3
- Meet the Team.....4
- Executive Summary.....5
- Situation Analysis.....11
- Research Report.....35
- Campaign Plan.....71
- Appendix A.....101
- Appendix B.....102
- Appendix C.....108
- Appendix D.....113
- References.....114

Letter to the Client

“ Dear Mrs. Cunningham,

Red Raider Representatives would like to thank you greatly for the opportunity to work with you over this semester and create a public relations campaign for Covenant Children’s Hospital. As a team, we enjoyed supporting your organization and truly resonated with your mission of caring for the whole child and spreading Christ’s message through providing quality care.

Throughout this semester, each member of our team has combined their unique skills and professional background to create a campaign we are immensely proud of. We have worked diligently to ensure that this campaign plan will help Covenant Children’s internal audiences find unity and community in the workplace, as well as encourage caregivers to embody the corporate branding, to create a holistic organization, both internally and externally. Throughout the creation of our campaign, “It starts from within”, we pursued and executed the idea that external branding cannot succeed until internal relations are improved.

Enclosed in the following campaign book, you will find all the information needed to fully implement the “It starts from within” campaign. This includes a situation analysis, research report, and our detailed campaign plan that once employed would begin on March 1, 2022. Our campaign, “It starts from within”, provides a clear path to developing a unified workforce, and keeping Covenant Children’s employees on brand and happy, based on our conducted and analyzed research regarding the internal audience’s thoughts on Covenant Children’s. Our team is very proud of the work we put into this campaign and hope you share this enthusiasm.

Thank you again for this incredible opportunity, and for working so closely with us throughout the process. If you have any questions, please reach out to us at kayla.fithian@ttu.edu. We would be happy to discuss this campaign with you in further detail or address any concerns you have.

Thank you so much,

Red Raider Representatives

Meet the Team



Pictured left to right-

Joseph Ellis is the Creative Director for the Red Raider Representatives. He is graduating this May and plans to move to Austin where he will be working in the Information Technology industry.

Mia Lichtenwalter is the Copywriter for the Red Raider Representatives. She is graduating Magna Cum Laude this May and will be moving to Dallas where she plans to work for a travel and tourism agency.

Kayla Fithian is the Account Manager for The Red Raider Representatives. She is graduating Magna Cum Laude this May and will be moving to

Alyssa Giovanni is the Media Director for The Red Raider Representatives. She is graduating Cum Laude this May and moving to Dallas, where she plans to work in the Sports and Entertainment Industry.

Sage Hebb is the Research director for the Red Raider Representatives. He is from Fort Worth, Texas and plans on graduating in August with a degree in Public Relations.

Executive Summary

Introduction

In January of 2021, the Red Raider Representatives were approached by Covenant Children's to develop a public relations campaign that would strengthen their overall branding. Throughout the past semester, the Red Raider Representatives have worked directly with Covenant Children's Media and Community Relations Manager, Meredith Cunningham, to gain a better understanding of Covenant Children's current status and needs.

The Red Raider Representatives conducted research to gain a better understanding of Covenant Children's audiences and their awareness of the organization's branding. Based on this research, the Red Raider Representatives created the campaign plan, "It Starts From Within", which focuses on improving Covenant Children's internal relations. If implemented, this plan will carry out the goal of increasing unity within the workplace and ensuring that every caregiver is embodying Covenant Children's brand. Furthermore, this campaign will improve leadership and give every caregiver a chance to have a voice in the organization.

Problem Statement

Covenant Children's has many opportunities, but one major problem is the lack of unity within the workplace. Although they are aware, caregivers do not consistently implement Covenant Children's branding. Another problem that The Red Raider Reps found was that a majority of caregivers think there is a lack of leadership.

These situations create an opportunity to improve internal relations overall and create a community within the workplace. By addressing these problems, Covenant Children's can have consistent branding both internally and externally, because "It Starts From Within".

Executive Summary

Situation Analysis

To lay the foundation of our campaign, the Red Raider Representatives first had to conduct a situation analysis to fully understand who Covenant Children's is and determine their current position. We found that Covenant Children's is a wing of the greater Covenant Health system. They aspire to implement their mission, vision, and values into every interaction and heal patients through the mind, body and soul. Furthermore, Covenant Children's has strengths such as holding nationally ranked units, being a faith-based hospital, and being the only free-standing children's hospital in the West Texas-Eastern New Mexico region. Based on this situation analysis, the Red Raider Representatives found multiple opportunities to increase brand awareness and improve internal relations. The Red Raider Representatives used the situation analysis to determine the areas of information that needed expansion in our research.

Executive Summary

Research Report



The Red Raider Representatives conducted thorough research regarding Covenant Children's internal and external audiences. The methods used for this research were an internal interview, an internal survey and an external survey. Given that The Red Raider Reps received an abundance of feedback from Covenant Children's internal audiences, we decided to use this as an opportunity to focus our campaign on internal relations.

When analyzing the internal survey, the Red Raider Representatives saw that 78% of caregivers did not feel unity within the workplace. Additionally, we saw that 54% of respondents felt that branding was not cohesive throughout the organization and 38% of respondents felt advertising lacked appeal.

Our research elucidates that Covenant Children's leadership is doing a good job of sharing the organization's mission and values, but not implementing them. Additionally, we found that as a whole, Covenant Children's needs to improve on creating a community within the workplace, and emphasizing teamwork.

Executive Summary

Campaign Plan

After carefully analyzing our research, the Red Raider Representatives created the campaign plan, “It Starts From Within”. This campaign is designed to improve internal relations throughout Covenant Children’s. The theme of “It Starts From Within” is based on the idea that external tactics cannot succeed without first perfecting an organization’s internal relations. This campaign will target caregivers within Covenant Children’s. More specifically, it will target caregivers who hold a leadership position and facility units. The first key message for “It Starts From Within” is to demonstrate to caregivers that teamwork is the foundation of the organization and emphasize the importance of having a unified work environment. Our second key message is to impress upon the importance of leadership in an organization, by communicating to caregivers they are valued and have a voice. The overall goal for this campaign is to transform Covenant Children’s workplace into an environment that aligns with and directly demonstrates the organization’s branding. The Red Raider Representatives have composed two objectives to achieve this goal. The first objective is to increase positive internal relations responses by 30% within a year, measured through a mandatory survey response. The second objective is to improve employees’ implementation of Covenant Children’s mission, vision and values in the workplace by 15% within a year.

Executive Summary

Campaign Plan (Continued)

To properly implement these objectives, the Red Raider Representatives created three strategies that will drive home our ideas to improve internal relations. Our first strategy is to implement an overall team-building strategy resulting in a unified workforce. We crafted four tactics to achieve this strategy. They are an event titled the “Covenant Care Fair”, “Monthly Appreciation Meal”, “Caregiver of the Month” and “Team of the Quarter”. These tactics are designed to boost caregiver morale and create a sense of community within the day-to-day workplace.

The Red Raider Representatives created a second strategy to provide feedback opportunities for Covenant Children’s caregivers. The tactic for this strategy is an open forum platform titled “Compliments and Complaints”. This forum provides caregivers a chance to compliment their co-workers and submit concerns regarding Covenant Children’s as a whole. This strategy was designed to accomplish the objective of giving caregivers a chance to use their voice and discuss what they feel is important within the organization.

The third and final strategy is created to improve leadership within Covenant Children’s Hospital. The tactic that aims to accomplish this strategy is a leadership seminar. This tactic will provide tips and motivation for leaders to better encourage their teams.

Executive Summary

To Evaluate our campaign plan, we have created a mandatory annual survey that caregivers will take to provide feedback on the tactics we suggest implementing. The Red Raider Representatives also created a timeline for this campaign plan that falls between March 1st, 2022 and June 1st,2022. However, this timeline can be adjusted as Covenant Children's sees fit. The total budget for the "It Starts From Within" campaign is \$10,025. A further breakdown of this budget can be found within the campaign book. In conclusion, the Red Raider Representatives terminated that Covenant Children's main problems stem from a lack of awareness and branding consistency within the work environment. The amount of internal feedback given from our annual survey conveyed that a vast majority of caregivers feel there are several things Covenant Children's can improve on. The Red Raider Representatives designed this campaign to help Covenant Children's caregivers feel like they have a distinct part in the organization, and improve internal relations overall. Given the affordable tactics in our campaign plan, the Red Raider Representatives believe the primary focus for improvement Starts from within. Within the rest of this campaign book are all the necessary details to implement this campaign to help Covenant Children's produce a cohesive brand and unified workforce.

Situation Analysis

Situation Analysis



Introduction

Covenant Children's provides care and services for both women and children that need medical assistance. Covenant Children's ensures that each patient is given proper care while additionally focusing on incorporating Christian ministry. Through body, mind, and spirit, everyone on staff promises to deliver Christ's message and help those who are in need. Women's services require specialized care and are a necessity in modern healthcare. Women's care is a priority for women who are pregnant, looking to be pregnant soon, over the age of 21 or sexually active. Pediatrics is a very serious division for hospitals and is a necessity in modern healthcare. Pediatrics must be treated with pressing interest. When posed with illness, children require different forms of care than adults from both a medical and psychological angle.

Situation Analysis



Executive Summary

Covenant Children's is a wing of the greater Covenant Health system and the only free-standing children's hospital in the West Texas - Eastern New Mexico region. Covenant Children's is a Christian based ministry, focuses on their Mission, Vision, and Values, and want to extend their ministries to help all of those in need. Caregivers strive to heal the mind, body and spirit of all patients. Covenant Children's has 25 different departments specifically focused on women and children.

Currently, Covenant Children's has an opportunity to raise awareness of the services that are offered. The Red Raider Representatives will utilize a situation analysis to identify the internal and external factors from a business perspective.

Internal factors will define Covenant Children's mission, vision, and values, as well as the organizational structure. External factors will define Covenant Children's current obstacles and help identify external variables. Communication efforts will help Red Raider Representatives determine Covenant Children's current outreach tactics. Finally, Red Red Representatives will define Covenant Children's key stakeholders, further explore the current situation and compose a SWOT analysis.

Situation Analysis



Issue Statement

The current issue is that people in the Lubbock community and surrounding areas are unaware of the services that Covenant Children's currently provides. Furthermore, people are not aware that Covenant Children's is the only freestanding children's hospital in the West Texas-Eastern New Mexico region. Showcasing Covenant Children's specialized care units, teams of experts and nationally ranked neonatal care and women's services provide an opportunity to differentiate themselves from key competitors.

Situation Analysis

A situation analysis is a synopsis of internal and external factors in a business. This is made to define what the business can accomplish, what the business thrives and struggles with, and to evaluate projected growth. This collection of methods helps the company better understand itself in a precise way. This document offers an analysis of the current services and care provided, by Covenant Children's as well as social media outreach. We will provide knowledge of the company, suitable industry information, key influential factors, relevant stakeholders and the overall goal of this campaign.

Situation Analysis



Internal Factors

The following section will address internal factors. These factors will identify Covenant Children's mission/vision/values, organizational history/structure, key persons, products/services/programs and funding.

Mission, Vision, & Values

In every situation, Covenant Children's works to honor their mission, vision, values, and future goals. Covenant Children's mission is to provide affordable healthcare to women and children in their service region. Covenant Children's goal is to extend Christ's mission to all those who need help and keep their communities healthy, regardless of demographics. (Covenant Children's, n.d.). Covenant Children's overall values include compassion, dignity, justice, excellence and integrity, and they practice these values in every situation (Covenant Children's, n.d.).

Situation Analysis



Organizational History

For over 100 years Covenant Health has evolved and grown throughout its service region. Covenant Children's is a free-standing children's hospital in Lubbock, Texas, and operates within the Covenant Health system.

Covenant Children's Hospital has endured several name changes since its opening in 1992. The hospital originally operated as St. Mary's Hospital, but the name was soon changed to Covenant Medical Center - Lakeside in 2009. In 2018, the hospital made its final name transition, Covenant Children's (Covenant Children, n.d.). Covenant Children's has experienced large growth over the years, expanding from a 73-bed facility to having 275 licensed beds as of 2018. Covenant Children's expansion has impacted many young lives in West Texas and will continue to do so in the future. (Covenant Children, n.d.).

Organizational Structure

Covenant Children's has a total of 6,400 employees which are broken up into units based on departments, floors and the time of day that caregivers are working (Cunningham, 2021).

Situation Analysis



Key Personnel

Covenant Children's has multiple key personnel within their organization. The first key personnel is Clay Taylor, Covenant Children's Chief Operations Officer. Since 2016, Taylor has served as COO for Covenant Children's in Lubbock. Before his time as COO, Taylor was the Chief Executive Officer of Covenant Plainview from 2013-2016, and COO from 2011-2013 (Covenant Children's, n.d.). Another staff member is Meredith Cunningham. Meredith is the Media & Community Relations Manager at Covenant Health, and she covers Lubbock, Plainview, and Levelland in her outreach efforts. Meredith has worked at Covenant Health for almost three years, and before that worked as a weekend anchor for KAMR NBC 4. Additionally, she is the staff member we will be directly working with to complete our campaign.

Products/Services/Programs

With twenty-five departments, Covenant Children's provides many different services and programs to women and children in need. All services and programs are currently listed on Covenant Children's website (Covenant Children's, n.d.).

Executive Summary

Situation Analysis

Services

Adult Services: Women’s Health Services (Labor and Delivery, Postpartum, Antepartum, Obstetric Emergency Department), Behavioral Health, Outpatient Cancer Services through Joe Arrington Cancer Center and the Arrington Comprehensive Breast Center, Outpatient Center for Wound Care and Hyperbaric Medicine, Outpatient Infectious Disease, Home Infusion, Outpatient Infusion, Outpatient Neurology and Sleep Services, and Dental (Covenant Children’s, n.d.). Emergency Services: Trauma surgery, Neurosurgery, Orthopedic Surgery, Pediatric anesthesia, and Intensive care (Covenant Children’s, n.d.).

Funding

As a branch of Covenant Health, Covenant Children’s funding comes directly from the Covenant Health Foundation. Covenant Health is transparent about its funding and lists four avenues of funding they receive. These avenues consist of various donors, grants, and payments, Covenant Health, which help to fund their program for women and children in need. (Covenant Health, n.d.).

Situation Analysis

Programs

Covenant Children’s proudly displays their Children’s Innovative Programs on their website. The belief that a hospital needs to do more than just repair the body drives their programs to help heal the spirit and mind of their patients. “We have programs to ease the way for children and families to deal with that pain and anxiety.” (Covenant Children’s, n.d.)

Music Therapy is used to help repair children’s cognitive and motor abilities. Covenant Children’s has a board-certified music therapist to help children mend issues they may be having physically or psychologically. Pediatric and Women’s Mental Health is designed to target those under stress due to hospitalization at Covenant Children’s. Unlike other hospitals, Covenant Children’s has two full-time mental health experts to help patients cope, yet Covenant Children’s has two. Arts in Medicine is a program offered at Covenant Children’s that enlists two artists in residence to use arts and crafts to help children in pediatrics reduce stress levels, as well as mothers in NICU. Crafts, painting and more allow patients to interact with each other, spread their creative wings, and forget where they are for an hour.

Situation Analysis



Communication Efforts

The following section will address communication factors that identify Covenant Children's personnel, objectives, messages, strategy, tactics and evaluation.

Personnel

Covenant Children's has three key personnel to carry out their communication efforts, both internally and externally. The first of which is Ainsley Nelson, Covenant Children's Executive Communications Director. The second member is Meredith Cunningham, the Media and Community Relations Manager. Finally, Spencer Rogers acts as the Internal Communications team member. The three individuals were chosen due to their high-level positions within the communications department.

Objectives

Communication throughout the Covenant Health system is sensitive to terminology that does not align with their Mission, Vision and Values, as stated in Covenant Health's Identity Guidelines. Internal and external communication is frequent and there are online platforms for specific audiences. Consistent identity in language, graphics, colors, typeface, advertisements, etc. is required throughout the health system (Covenant Children's, 2021).

Situation Analysis



Objectives (Continued)

Covenant Children's Identity guidelines state that they are a combination of five key components:

- Distinctive logo
- Healthy and happy photography
- Simple and bold language
- Flying kites
- Covenant color palette

Messages

Covenant Children's is the only free-standing faith-based health system in West Texas and Eastern New Mexico, striving to help those in need. Covenant Children's is dedicated to strengthening a child's mind, body and spirit during their stay. Caregivers dedicate their careers to learning and caring for children specifically. As the only licensed free-standing hospital in the Ft. Worth- Albuquerque region, Covenant Children's welcome mothers and children. (Covenant Children's, 2021). Covenant Children's has received the Level IV Maternal Designation and Level I designation in the NICU, and encourages all women to trust their expert team and have their babies at Covenant Children's.

Situation Analysis



Tactics

Tactics to achieve strategic goals include the following (Covenant Children's, 2021):

- Personal Attribute
- Speak in a warm and welcoming manner, avoid jargon, use simple language and contractions for familiarity
- Mindful Attribute
- Be fully present by putting yourself in your target's shoes, use relatable examples, and use direct language like "you"
- Pioneering Attribute
- Share a clear vision for the future by choosing powerful and specific verbs, show ongoing effort through writing in the present tense, and create the next step by providing a call for action
- Dynamic Attribute
- Communicate with the same energy and confidence that is brought to work internally by conveying the determination for excellence without sounding aggressive or arrogant

Situation Analysis



Strategy

According to Covenant Health's brand voice expansion plan, strategic communication is achieved through personal, mindful, dynamic and pioneering attributes. The Voice persona is the voice in which these attributes can be communicated, such as making patients feel seen, heard, valued and treated as a whole person with unique needs that will be truly cared for. A voice checklist is applied to each piece of new content to ensure consistency.

Key Issues

Covenant Children's is oftentimes compared to UMC. This can create a sense of "competition" that Covenant Children's does not want to promote (Cunningham, 2021). UMC claims to have a children's hospital when they only have a floor for children's services. Furthermore, this leads patients to believe that UMC possesses a Children's Hospital similar to Covenant Children's when they do not.

Evaluation

Covenant Children maintains a consistent voice throughout media platforms. The strategic position is implemented every day by caregivers and the same energy and confidence are carried through external communication. However, Covenant Children's could use more content on social media platforms.

Situation Analysis



External Factors

The following section will address external factors which identify Covenant Children's key issues, trends, competitors, and challenges.

A recent issue that Covenant Children's has faced was COVID-19. This pandemic caused Covenant Children's to dedicate all of their time and services towards fighting the virus, leaving little room for any other areas of expertise. Furthermore, COVID-19 patients brought in little to no funding for Covenant Children's (Cunningham, 2021).

Key Trends

As stated above, Covenant Children's is a branch of Covenant Health. The two companies that merged to create Covenant Health were faith-based hospitals that practiced Christianity. St. Mary of the Plains Hospital was founded in 1939 and Lubbock Methodist Hospital System was founded in 1954. Since merging in 1998, Covenant Health has continued to keep this faith-based ministry, practicing an open form of Christianity in all of their locations (Covenant Health, n.d.).

Situation Analysis



Key Competitors

UMC Health System serves as Covenant Children's number one competitor in Lubbock. UMC was founded in 1982. UMC currently has three locations in Lubbock, offers emergency services, family services and specializes in 17 different medical services. UMC employs over 4,600 staff members, has 495 beds and serves as the academic teaching hospital for TTUHSC (UMC Foundation, 2021). Lubbock Heart & Surgical Hospital is a physician-owned hospital that was founded in 2003. They have one location in Lubbock and specialize in over 20 different medical services (Lubbock Heart, 2021).

Key Challenges

Covenant Children's Communication Department for the entire West Texas and New Mexico region only consists of 4 caregivers (Cunningham, 2021). This generally results in being limited to focus on only the bigger and most pressing tasks. Ultimately, this can lead to the smaller areas of Covenant Children's lacking in improvement and overall production.

Situation Analysis



Key Challenges (Continued)

Covenant Children's has many sister locations outside of Texas. This creates a challenge to keep a consistent brand throughout all of their locations and to solidify loyal customers anywhere. Furthermore, Covenant Children's system office is located in the west coast region, resulting in a different mindset (Cunningham, 2021). West Texas is known as the "bible belt" region, where a more traditional approach is key. This creates a barrier between the marketing tactics Covenant Children's system office provides them and the product they must deliver. Ultimately, Covenant Children's is faced with the obstacle to tweak the marketing message to a more traditional approach while keeping a consistent brand with their system office (Cunningham, 2021). Although Faith serves as a trend for Covenant Children's, it can also be classified as a challenge. As stated above, Covenant Children's remains a very open faith-based ministry to appeal to all denominations of Christianity (Cunningham, 2021). With that being said, Christianity is known to only be followed by nearly 33% of the world (World Population Review, 2021). Resulting in the fact that nearly 70% of the world's population practices a different religion. This creates a barrier that Covenant Children's must overcome when attracting patients.

Situation Analysis



Relevant Stakeholders

Covenant Children's key stakeholders include employees, Lubbock businesses, donors, Lubbock taxpayers and the media. The following identifies and describes each stakeholder group's demographics.

Employees

The internal stakeholder group of employees includes general staff, doctors and caregivers in general. Employees of Covenant Children's value compassion, dignity, integrity and excellence. In terms of beliefs, many of the employees at Covenant Children's have faith, and those who do not still believe in the benefit of helping the community through healing. Caregivers generally have an attitude of hard work, connection with patients, and an overall desire for knowledge of best practices in the medical field. Other motivations for the employee stakeholder group are benefits, including healthcare, a retirement plan and the opportunity to continue their medical education.

Situation Analysis



Lubbock Businesses

This stakeholder group is by far the largest and is made up of multiple businesses and partners within Lubbock, Texas. Some key stakeholders within this category include the Lubbock Children's Health Clinic, One Heart Orphan Care Lubbock, Texas Tech University Health Science Center, Family Counseling Services, Kingdom Come Ministries, the Homeless Outreach Team at the Lubbock Police Department, the South Plains Food Bank, and more. Generally, the local businesses that act as stakeholders for Covenant Children's are nonprofit organizations, religious organizations, health care professionals, and public educators. The stakeholders within Lubbock Businesses are the most motivated by Covenant Children's efforts in behavioral health challenges. This group of stakeholders has expressed deep concern for increasing care regarding mental health and substance use, as well as granting access to health care services for children. Additionally, this stakeholder group is highly motivated by the rising issue of homelessness and desires to see Covenant Health address the issue. In general, Lubbock Businesses that support Covenant Children's value hard work, trust, compassion, faith and family. These stakeholders' values also align with the needs of children and are the most interested in seeing Covenant health put forth effort into caring for children wholly.

The attitudes for this stakeholder group are open to Covenant, and excitement for upcoming changes and programs. Their attitudes are positive, but with the stipulation of desiring a change in how mental health in children is treated.

Situation Analysis



Lubbock Taxpayers

This stakeholder group is the most likely to become an audience. The target audience for Covenant Children's is women between the ages of 18-70, which directly correlates with the age range for Lubbock taxpayers.

The general demographics of Lubbock taxpayers are people who value hard work and family, with a heavy emphasis on faith-based ministries. Lubbock citizens are very traditional and are the most motivated by tactics that fall into the categories of traditional media. This group has a more empathetic attitude, and when it comes to Covenant Children's, they are motivated by helping and providing care to children. Due to their heavy belief in faith, they are motivated by faith-based ministries and care related to these ideas.

Potential Patients

This stakeholder group, though similar to taxpayers, is separated by their potential to enter the hospital and use provided services, regardless of their Lubbock taxpayer status. These stakeholders can be defined by their general knowledge of Covenant Children's services, people who have children or are pregnant, and women who need women's services. Those within this demographic value hard work, family, and generally respond well to faith-based messaging.

The age range of patients that we would like to target would consist of women from ages 18-70. For purposes of this section, "patients" can be defined as adults who use Covenant Children's services, and parents of children that use the services.

Situation Analysis



Donors

Covenant Children's receives many donations throughout the year, but some key donors are Kohl's, Racer Classic Car Wash, Sonic and Spirit Halloween. These key donors make up the stakeholder group for this situation analysis. The donor's values generally follow suit with Covenant Health's, of compassion, integrity and dignity, however, this stakeholder section also sees a heavy value emphasis on family-friendly environments and quality care. Additionally, the donors are motivated by trust, creativity, respect and children's health. The attitude of these donors towards Covenant Children's remains positive and engaged, and through their consistent donations, they look to see that their values and motivations are represented.

Local Media

The local Lubbock Media, including newsrooms, broadcasters, social media, and influential persons are a very important stakeholder to Covenant Children's. A few specific sources include everythinglubbock.com, KCBD and Fox34. These media sources value respect, integrity, truth and trust, and ultimately value reporting newsworthy content. They are motivated by stories that will engage the Lubbock community, and many are motivated by innovative, unique content. The attitude of the local media follows their audience, so positive and hard-working, but with an added hunt for a good story.

Situation Analysis



Current Situation

Covenant Children's has undergone many name changes, creating confusion over who they are as a hospital. Covenant Children's facility originally began as St. Mary's Hospital and later became Covenant Medical Center-Lakeside before arriving at its current name in 2018. Furthermore, the current name ignores the additional women's services provided, resulting in further confusion for patients. An influencer campaign is one of the few communication efforts that has been executed to date. The campaign had blog posts from local influencers displayed through their social media accounts in hopes to emphasize the importance of specialized child care (Covenant Children's, n.d.).

Current Position

Currently, Covenant Children's is the only freestanding children's hospital for 625 miles but despite this, there is a lack of awareness from their patients. Not only do Covenant Children's patients lack this critical information, but they are also unaware of the additional women services that are provided. Currently, one-third of Covenant Children's patients come from New Mexico rather than West Texas. Lastly, due to the recent COVID-19 pandemic, an adult-based virus, Covenant Children's program has been neglected for the past year.

Situation Analysis

Direction

Ultimately, this campaign’s goal is to raise awareness for Covenant Children’s and the services they provide. It will address the fact that Covenant Children’s is the only free-standing children’s hospital from Fort Worth to Albuquerque. It will dive deeper into defining what “free-standing” actually means to eliminate any comparison to other hospitals that only consist of one floor for children. Next, it will raise awareness on the importance of specialization that only a free-standing hospital can offer for child care. Furthermore, it will shed light on the fact that although the hospital is named Covenant Children’s, they offer 24/7 women’s services. Lastly, it will educate patients on the fact that Covenant Children’s is equipped with a hospitalists program that contains an Obstetric Specialized ER to ensure that pregnant women get the vital care they need.

Situation Analysis

SWOT Analysis

	Strengths	Weaknesses
<i>Internal</i>	<ul style="list-style-type: none"> • The only freestanding children's hospital in West Texas/Eastern New Mexico • Were recognized as L4 for maternal and L1 for neonatal • Faith based 	<ul style="list-style-type: none"> • Only 4 staff members in the communication department for all of West Texas and Eastern New Mexico • Undergone many name changes • System offices are based in the west coast area • Faith based
	Opportunities	Threats
<i>External</i>	<ul style="list-style-type: none"> • Room for expanding knowledge to others in West Texas • Pandemic could (unfortunately) bring in more patients, more knowledge of the hospital • Spreading Christ’s message to those who come to Covenant Health/Covenant Children’s • Quarantine baby boom 	<ul style="list-style-type: none"> • Low staff can make workload heavy • Current company name doesn’t represent the additional women’s services offered • Compared to UMC children hospital floor • Pandemic brought in minimal revenue and forced kid’s services to the back burner
	<i>Positive</i>	<i>Negative</i>

Figure 1

Situation Analysis



Conclusion

Covenant Children's remains the only free-standing children's hospital in the West Texas- Eastern New Mexico region providing care to women and children. Covenant Children's has received the Level IV Maternal Designation and Level I designation in the NICU and strives to continue giving the best care. However, Covenant Children's needs to implement a strategic plan to raise awareness of their services to encourage the community to act. In the next section, the Red Raider Representatives will research methods to identify target audiences. Furthermore, we will use the research findings to implement campaign goals, objectives, strategies, and tactics to effectively reach the right audience.

Research Report

Research Report

Research Questions

The Red Raider Representatives used three research methods to collect information regarding Covenant Children's internal and external audiences. The data received from these methods provided a deeper understanding of Covenant Children's current brand management and communication techniques. In the following sections, Red Raider Representatives outline each method, including the internal interview, internal survey and external survey. Within each method, we identify our population, sample, instrument, data collection and analysis. Additionally, we identify details about our findings, including cross-correlations, hard data, interpretations and limitations we found with each method.

Internal Interview

- RQ1: Which current outreach tactics are most successful?
- RQ2: Are there differences in patient behavior based on location?
- RQ3: What methods keep existing patients responsive to your inquiry?
- RQ4: What types of promotional content keeps audiences engaged with Covenant?

Research Report

Internal Survey

- RQ1: Which services of Covenant Children's are currently successful and are actively being used?
- RQ2: What successes has Covenant Children's provided for patients?
- RQ3: How aware is the internal audience of Covenant Children's branding and outreach efforts?

External Survey

- RQ1: How aware are people of Covenant Children's?
- RQ2: If they are not a patient at Covenant Children's why not?
- RQ3: What demographics seek out Covenant Children's?
- RQ4: What are the best methods to reach Covenant Children's target audience?
- RQ5: Does having children affect the awareness level of our target audience?
- RQ6: Are experiences pushing people away or keeping them at Covenant?

Research Report

Method: Internal Interview

The Red Raider Representatives have found that the Covenant Children's communications team is one of the most beneficial audiences that can give insight into current strategies and successes. Therefore, we chose to conduct an internal interview with Covenant Children's Media and Community Relations Manager, Meredith Cunningham, from which we gained detailed information from. This interview answered which current outreach tactics had been most successful for the communications team and which types of promotional content kept the patients (past or present) engaged with Covenant Children's. By gaining the answers to these questions, we developed a better understanding of what Covenant Children's is doing right and what needs to be improved. Ultimately this will help Red Raider Representatives gain insight on where we should focus our campaign to best reach our audiences. The following subsections consist of the population and sample we used, the variables and methods used and our detailed findings of the collected data.

Population

For the internal interview, our target population is specifically the communication team of Covenant Children's, which has a total of four employees in the communications department. (Cunningham, 2021).

Research Report

Sample

For this section of our research, The Red Raider Representatives conducted one interview with an employee from the communications department at Covenant Children's. Our selected employee was Meredith Cunningham, based on the fact that she is the Media and Community Relations Manager at Covenant Children's, and she already has prior experience interacting with our class in a client briefing.

Instrument

The interview has a consistent format and was conducted orally, through Zoom. The format consisted of a series of questions regarding the attitudes on the success of past campaigns and areas of improvement, based on experience levels. (Stimulus material in Appendix A).

Data Collection Procedures

Red Raider Representatives collected the data manually, by forming an attentive questionnaire, verbally asking the interviewee and recording the interviewee's responses.

The interview was held over zoom on March 9th, 2021. The Red Raider Representatives had two team members interview with Meredith Cunningham, while two others took notes digitally and one took notes on paper.

Research Report

Data Analysis Process

Red Raider Representatives manually analyzed the data. While analyzing the data, we looked for consistent themes and patterns across the conducted interview. Additionally, we looked for places where the interviewee's answers are not aligned.

During the analysis process, the Red Raider Representatives organized the data and ran further cross-tabs on the received information. As well, the questions asked provided personal insight on Covenant Children's and the communication team employed there.

Findings

Based on the research performed for this report, we had a total of one interviewee, Meredith Cunningham. The following sections outline the data found from Mrs. Cunningham's responses and showcase our analysis of them. Additionally, we go into further depth of our interview interpretations, and how they will affect our overall campaign. Red Raider Representatives will also list the limitations of the interview. The Red Raider Representatives received detailed responses from the interview that provided us with knowledge on how Covenant Children's helps provide for women and children throughout West Texas and Eastern New Mexico region daily, and what tactics work best to reach more potential clients. When asked about what type of PR content keeps users engaged, Meredith stated that sticking to traditional media was the most effective way to keep viewers responsive.

Research Report

Findings (Continued)

The most important aspect Meredith stated was to try and keep media posts "people-oriented". This means that posts that draw emotional appeal to the audience such as, "Covenant's baby of the week", have been very effective in the past and will be used for upcoming social media campaigns. Other media trends such as graphic designs or videos have been used in the past, but Meredith stated that most people do not watch videos because it is difficult to keep users engaged for an extended period. In addition to forms of PR content, social media was a common theme in the questions. The Red Raider Representatives gained knowledge on how complex social media is for their communications department, with each platform receiving different levels of success for Covenant Children's. The largest factor leading to success was the "people-oriented" posts that were static. Meredith explained that heartfelt moments received great responses. When exploring certain campaigns, Snapchat was not an effective form of social media as not many children want to follow a hospital. However, Meredith stated that they are willing to try TikTok in the future due to its popularity and large target audience.

Research Report

Findings (Continued)

Another key finding from the interview was the warning of being careful with social media. It can be used to your benefit, however, if a patient has a bad experience or any user chooses to post negatively about Covenant Children's, it could go viral. Meredith has a similar perception of reviews, stating they are most helpful, however, they can backfire if done poorly. The Red Raider Representatives gained an understanding of Covenant Children's views on using public figures such as TTU athletes for exposure. The communications team uses social media influencers to reach out online and promote the hospital online. The team has tried using athletes such as Jarrett Culver, but the idea has not been released due to his lack of connection with the mission Covenant Children's has. The hospital is still a sponsor of Texas Tech Athletics, and their logo appears at games throughout the year.

Research Report

Key Insights

This internal interview drew a new perspective for the Red Raider Representatives from an internal point of view. We were able to discover new information and analyze the data received from Meredith. This personal interview presented answers to questions regarding what methods best help the communications department at Covenant Children's. The Red Raider Representatives chose to interview our client, Meredith Cunningham, Covenant Children's Media and Community Relations Manager due to her professional and personal experience with Covenant Children's current communication processes, best outreach practices and media needs. When looking into Mrs. Cunningham's responses, the Red Raider Representatives saw that she felt personal touch is the most effective theme that works best for outreach with the hospital. This means that to have a successful outreach program, the hospital should ensure the content released will use positive emotions to make the viewer feel compelled to choose the hospital as well as promote what the hospital wants users to hear about. By focusing on the publics who will use Covenant Children's services, feedback and criticism will be more common for the communications department.

Research Report

Limitations

Although the Red Raider Representatives did not face drastic limitations in the interview process, there were some aspects of the interview that held our group back. One of our problems was getting an actual interview time set. Because Merideth is a professional and is very busy, it was difficult to find free time to sit down and meet. We had to reschedule our appointment, which delayed the process and during our meeting, she had many distractions on her end of the conversation, including receiving phone calls and driving. One limitation faced was that we did not properly ask the interviewee about the location differences of patients. Despite being one of our research questions, we primarily focused on learning what works for the outreach program and not discovering new information based on the setting.

Another limitation was that we had already met previously with Meredith in a class interview so some of the information she provided in our internal interview was repeated.

Lessons

One major lesson that Red Raider Representatives learned was properly formatting and asking questions, to match our research question. We had one research question that went unanswered, due to our focus being on other areas. Another lesson we learned was to send a thank you to our interviewee promptly. We waited until we concluded our research report to send Meredith a thank you, but afterward realized we should have emailed her right after the interview.

Research Report

Method: Internal Survey

Red Raider Representatives utilized a survey for our internal audience to gain insights into their attitudes and awareness of Covenant Children's branding. This method gathered the most responses and gave us ample amounts of data to analyze. This internal survey answered our research questions, which consisted of asking which services of Covenant Children's are succeeding, what successes has Covenant Children's provided for patients, and how aware are internal audiences of Covenant Children's outreach efforts. The following subsections consist of the population and sample we used, the variables and methods used and our detailed findings of the collected data.

Population

For this section of our research, The Red Raider Representatives targeted caregivers within Covenant Children's. According to Covenant Children's Media and Community Relations Director, Meredith Cunningham, Covenant Children's employs 870 caregivers (Cunningham, 21).

Research Report

Sample

Red Raider Representatives conducted a non-probability sample survey using volunteer sampling. To ensure that our sample was a consistent representation of our population, we separated the population of caregivers into two samples. The samples will be based on whether the caregiver provides medical care to a patient or not. Based on our calculations using “survey systems”, our sample was aimed to consist of 267 caregivers, based on the overall population of 870 caregivers employed at Covenant Children’s. Although our desired sample was 267 people, we received responses from 32 caregivers at Covenant Children’s. Of those participants, 45% provided medical care to patients, and 55% did not provide care.

Instrument

For this portion of our research, Red Raider Representatives conducted an online survey questionnaire through Qualtrics. The questionnaire consisted of a set of 11 questions measuring the insights of Covenant Children’s caregivers. It was mobile-friendly and was able to be completed in under five minutes on a smartphone or computer.

(Stimulus material in Appendix B)

Research Report

Data Collection Procedure

The survey link was sent to Meredith Cunningham and was distributed to caregivers through email. Participants were faced with mainly free response questions and a few multiple-choice questions. The survey was opened March 3, 2021, at 8 am and closed March 11, 2021, at 11:59 pm.

Data Analysis Process

The survey data was collected through the survey website, Qualtrics, and then exported into an excel spreadsheet where we further analyzed the participants’ answers and identified key trends. Each participant was faced with the opportunity to provide their email if they were open for follow-up questions.

During the analysis process, The Red Raider Representatives organized the data and ran further cross-tabs on the received information. Additionally, many questions in our internal survey were free responses, but when analyzing these, we combined answers into grouped categories and found overall percentages that reflected these answers.

Research Report

Findings

Based on the research performed for this report, we had a total of 32 caregivers participate in the internal survey. The following sections outline the data found from these responses and showcase our analysis of them. Additionally, we go into further depth of our data interpretations, and how it will affect our overall campaign. Red Raider Representatives will also list the limitations of the survey experience and collected data.

Caregivers Role at Covenant Children's

Of these respondents, 45% provided medical care to patients, while 55% did not. Additionally, 43% of participants have worked for Covenant Children's Hospital for over 10 years, while the remaining 57% have worked there less than 10 years.

To better understand the demographics of respondents, the Red Raider Representatives split them into the following categories: 25% business administrators, 31.25% nurses, 21.88% tech specialists, 6.25% cleaning services and finally, 15.63% answered N/A. Additionally, of the participants, 15.6% hold an executive staffing position, with one of the respondents being the CFO.

Research Report

Hospital Positions

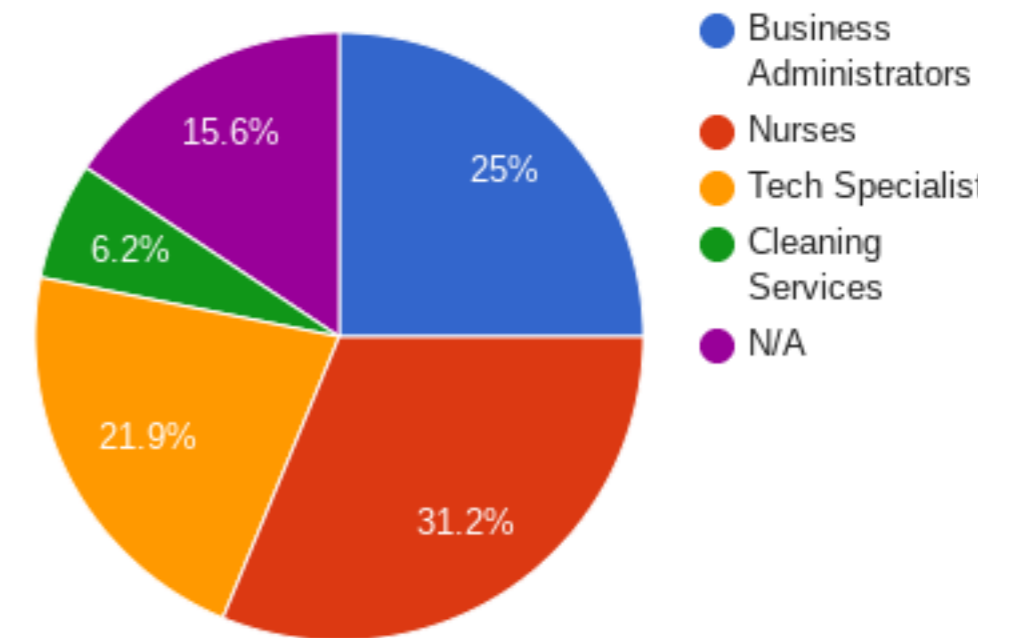


Figure 2

Research Report

Improvements

Of the 32 survey participants, 54% believe that Covenant Children's overall branding needs improvement. However, 46% of respondents think it is successful. Additionally, when asked how Covenant Children's could reach new patients, 38% of respondents felt that producing better advertising was the best method, 29% of respondents felt having more presence in the local community was the best method, while 17% felt the best way was to promote provided services better. Finally, 17% felt the best way to promote Covenant Children's branding was through social media. 25.7% of respondents did not think that improvements to Covenant Children's services were needed. However, 17.1% thought Covenant Children's would benefit from better leadership and unit care. Another 17.1% felt that advertising and general communication was an area that needed improving. 11.4% of participants said they thought Covenant Children's should expand their services. Additionally, 11.4% said improvements could be made but did not elaborate further on ideas for improvement. Of the respondents, 8.4% thought that a major area of improvement would be increasing Covenant Children's ability to adapt to change, and 5.7% of participants felt that the building needed updating. Finally, 3% of respondents fell into a miscellaneous category, which consisted of requesting better food in the cafeteria.

Research Report

Improvements (Continued)

Overall Improvements

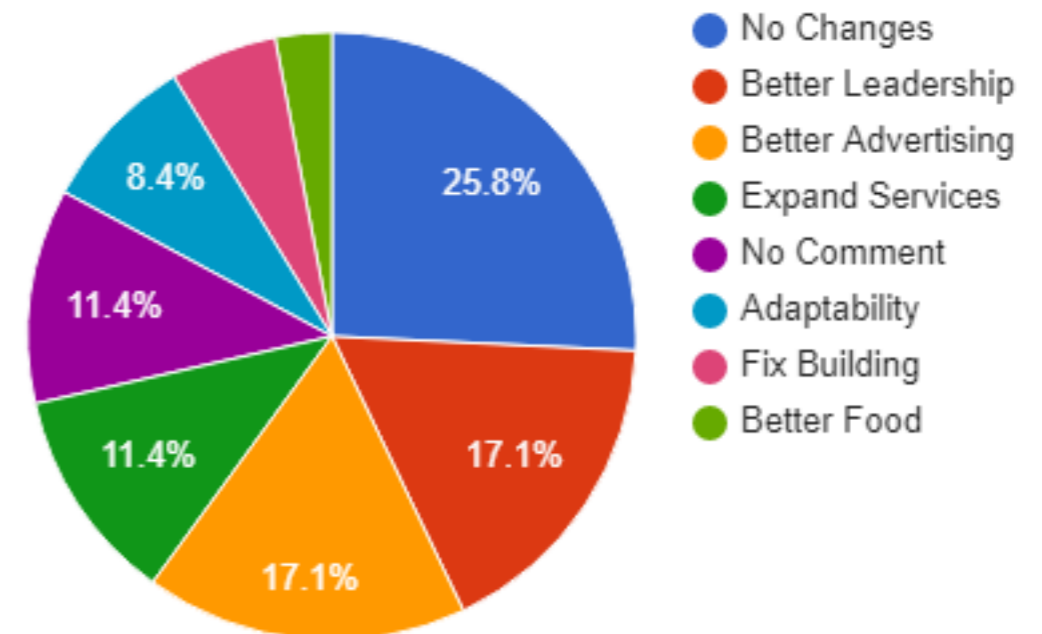


Figure 3

Research Report

Unity

Of the respondents, 21.88% said they “always” feel unity within the work-place, whereas a larger 43.75% said they feel it “most of the time”. Furthermore, 15.63% felt unity “half the time”, and 9.38% only “some of the time”. Finally, 6.23% of participants said they “never” felt unity in their work environment, and 3.13% did not respond to the question.

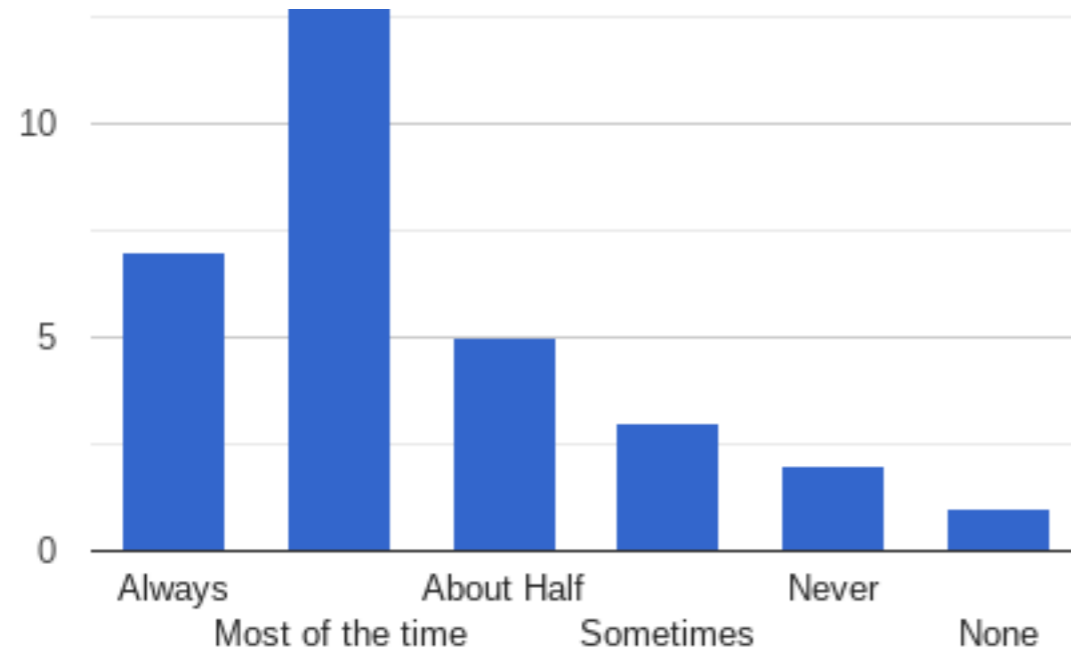


Figure 4

Research Report

Unity (Continued)

Of the respondents, 53.1% said “definitely yes” for the mission, vision and values being implemented daily. 3.1% simply said “yes”, while a larger 31.3% said “probably yes”. There were 3.1% who said they felt the values were implemented “most of the time”, and finally, 9.4% of participants answered “probably not”.

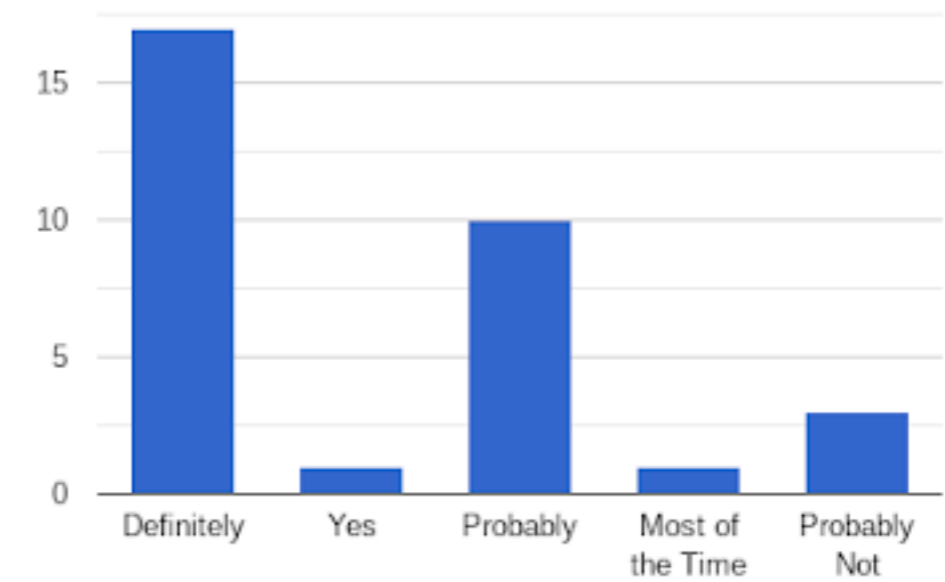


Figure 5

Research Report

Success

Of the participants, 15.62% shared an anonymous success story. When asked what they felt patients liked the most about Covenant Children's, 59% said they thought that patients valued the quality care of caregivers, 12.5% of respondents thought patients enjoyed the unique services, while 9.4% felt patients liked how tailored to kids Covenant Children's is. Furthermore, 9.4% thought patients liked the hospital itself because they feel it is a smaller and safer environment. Finally, 9.4% of participants did not leave a response.

Research Report

Key Insights

With such a large collected database, The Red Raider Representatives were able to view opinions from caregivers from many experience levels and positions throughout Covenant Children's. This range of personnel gave us a deeper insight into how caregivers at Covenant Children's feel about their organization. The respondents felt that the branding, advertising efforts and services needed the most improvements. Caregivers felt that the branding was not cohesive throughout the organization and that advertising efforts were lacking appeal. The Red Raider Representatives view this as an opportunity to create advertising methods that better align with the over branding. Caregivers also felt that the services could be expanded upon, offering a better quality of work overall. Additionally, the majority of caregivers felt that management and facility units needed to be updated and improved. These insights demonstrated that Covenant Children's has many areas to improve upon to maximize their internal relations. Respondents felt that Covenant Children's mission, vision and values are implemented daily, however, they do not feel a sense of unity within their work environment. Red Raider Representatives believe that Covenant Children's leadership is doing a good job of implementing their overall values, but are not creating a sense of teamwork or a cohesive work environment. In terms of success stories, we had a few respondents share brief testimonies on successes they have seen within their time at Covenant Children's. These stories helped us see first-hand how Covenant Children's helps patients and positively affects their lives. Furthermore, the respondents felt that patients loved the quality of care from caregivers, whether it be their compassionate approach to each case or the safe environment created by the team. These insights revealed to Red Raider Representatives that despite the internal improvements needed, Covenant Children's is succeeding in many areas, especially the in-depth care they provide to each patient.

Research Report

Limitations

A major limitation that Red Raider Representatives came across when conducting the internal survey was legal regulations such as HIPAA. This restrained caregivers from being able to share many personal successes due to patient privacy. Additionally, Red Raider Representatives failed to include a clear enough voluntary disclaimer at the start of the survey. This miscommunication of the use of the survey resulted in caregivers not responding. Finally, Red Raider Representatives felt that the date and length of the survey being opened could be a limitation. The date that Red Raider Representatives originally picked to distribute the survey did not align with Covenant Children's schedule, thus resulting in a last-minute change. Given this quick change in release date, the survey was only announced in the Covenant Children's weekly announcements one time. Red Raider Representatives feel that if the original survey length was distributed it could have resulted in more caregiver responses.

Lessons Learned

One major lesson that Red Raider Representatives learned was how important it is to include a clear disclaimer at the top of a survey. Without this disclaimer, our audience did not know the purpose of our research and was less likely to respond. Additionally, there could be legal implications without our purpose clarified.

Research Report

Method: External Survey

Red Raider Representatives created a survey for our external audience to gain insights into their demographics and attitudes. We felt this was the best method to answer our research questions, as we received many responses. This survey answered our research questions, which were how to raise awareness of Covenant Children's overall branding and how aware the public is of Covenant Children's provided services. Additional questions included why people within our target audience are not patients at Covenant Children's and whether women are aware of Covenant Children's state-of-the-art facility. The following subsections consist of the population and sample we used, the variables and methods used and our detailed findings of the collected data.

Research Report

Population

For this phase of our research, the Red Raider Representatives targeted men and women within the West Texas and Eastern New Mexico regions. According to Comp-troller, the West Texas region has a 662,000 total population, with 340,930 of those being women and 321,070 being men. The ratio of men to women for West Texas is 97 men to 100 women. (Accounts, 2020). According to 101states, Eastern New Mex-ico's total population is 521,393, with 263,172 of those being women and 258,221 being men. The ratio of men to women in Eastern New Mexico is 98 men to 100 women (New Mexico gender ratios, n.d.). Based on this data, we had determined that our target population was the combined service region, consisting of 602,102 women and 579,291 men. This meant that our combined population of the entire service region for Covenant Children's is 1,183,393 people total, with 604,102 being women and 579,291 being men.

Sample

Red Raider Representatives conducted a non-probability sample survey using vol-unteer sampling. To ensure that our sample was a consistent representation of our population, the Red Raider Representatives separated the population into two sam-ples based on gender. Based on our calculations using "survey systems", our sample was aimed to consist of 384 people, based on the overall population of 1,183,393 people in the service area. Although our desired sample size was 384 people, we received responses from 39 people. Of those participants, 56.4%% were male, 38.5% were female and 5.1% preferred not to say.

Research Report

Instrument

For this portion of our research, the Red Raider Representatives conducted an online survey questionnaire through Qualtrics. The questionnaire consisted of 10 questions and was mobile-friendly and was able to be completed in under five min-utes on a smartphone or computer. The questionnaire first asked all participants to identify information on their demographics. Participants were then asked, "Have you heard of Covenant Children's Hospital?" Based on the participants' answers, they received a different set of questions. If answered "yes" the participants received an additional set of 12 questions and if answered "no" the participants received an additional set of 7 questions.

(Stimulus material in Appendix C).

Data Collection Procedures

The survey link was available on multiple social media platforms including Facebook, Instagram and Snapchat. The survey link was distributed through digital commu-nication including emailing and texting. Participants were faced with mainly mul-tiple-choice questions and a few free-response questions. The survey was opened March 8, 2021, at 8 am and closed March 12, 2021, at 11:59 pm.

Additionally, we attempted to use a giveaway as an incentive to get people to fill out our survey. However, of the 39 respondents, none of them left their email so the giveaway was unable to be conducted.

Research Report

Data Analysis Process

The survey data was collected through the survey website, Qualtrics, and then exported into an excel spreadsheet where we further analyzed the participants' answers and identified key trends. Each participant was faced with the opportunity to provide their email if they wished to be entered into a drawing for the chance to win a Chris Beard signed basketball.

During the analysis process, the Red Raider Representatives organized the data and ran further cross-tabs on the received information. Additionally, many questions in our external survey were multiple-choice, which made it easy to find overall percentages when analyzed.

Findings

Based on the research performed for this report, there were a total of 39 participants in the external survey. The following sections outline the data found from these responses and showcase our analysis of them. Additionally, we go into further depth of our data interpretations, and how it will affect our overall campaign. Red Raider Representatives will also list the limitations of the survey experience and collected data.

Research Report

Demographics

Of the external survey, 56.4% of participants identified as female, 38.5% identified as males and 5.1% preferred not to say.

Out of our sample, 76.92% were White/Caucasian and 12.82% were Hispanic/Latinx. Another 5.12% were Asian, 2.56% were mixed and 2.56 % preferred not to say.

Ethnicity

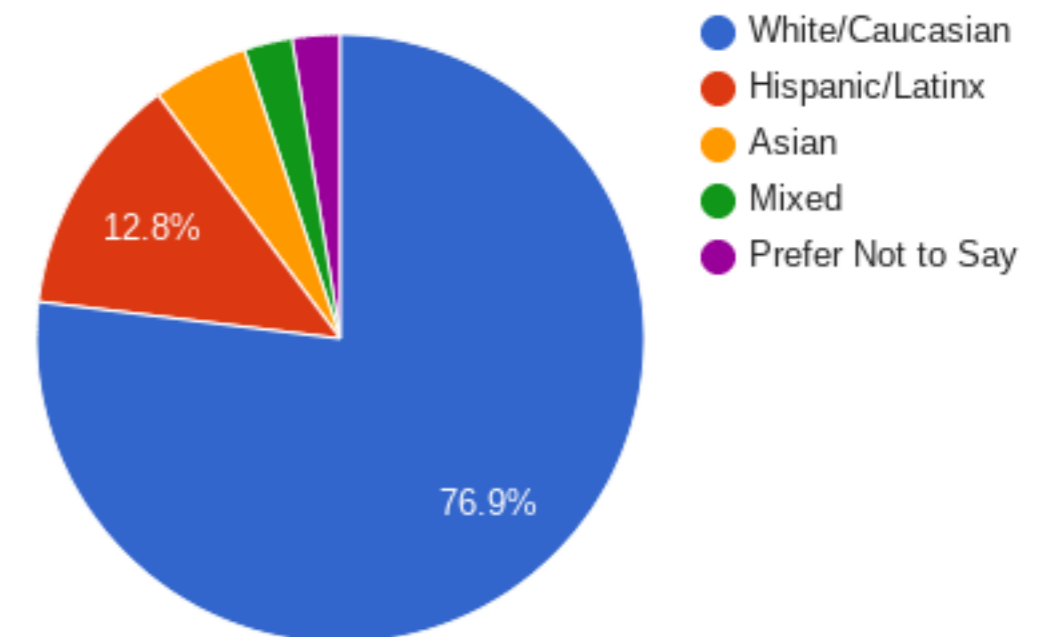


Figure 6

Research Report

Demographics (Continued)

The age range of respondents was 18-23, with 97.43% of the sample under 23-years-old.

64.1% of participants live in Lubbock, while 25.64% live in other Texas cities. Of the participants, 7.69% live out of state, and 2.56% did not answer the question.

Location Demographics

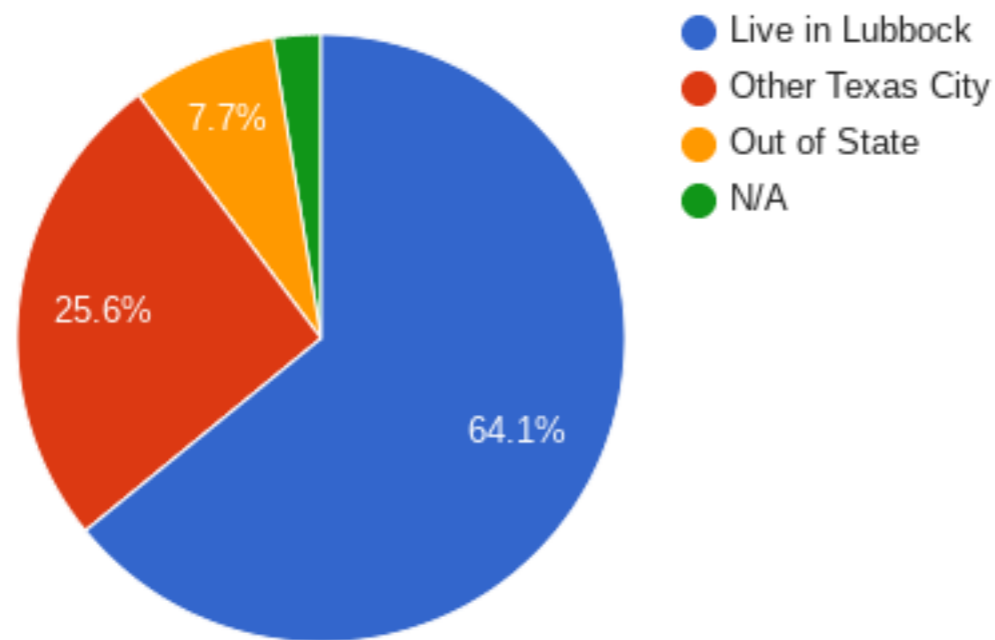


Figure 7

Research Report

Data Collection Procedures

The survey link was available on multiple social media platforms including Facebook, Instagram and Snapchat. The survey link was distributed through digital communication including emailing and texting. Participants were faced with mainly multiple-choice questions and a few free-response questions. The survey was opened March 8, 2021, at 8 am and closed March 12, 2021, at 11:59 pm. Additionally, we attempted to use a giveaway as an incentive to get people to fill out our survey. However, of the 39 respondents, none of them left their email so the giveaway was unable to be conducted.

Data Analysis Process

The survey data was collected through the survey website, Qualtrics, and then exported into an excel spreadsheet where we further analyzed the participants' answers and identified key trends. Each participant was faced with the opportunity to provide their email if they wished to be entered into a drawing for the chance to win a Chris Beard signed basketball. During the analysis process, the Red Raider Representatives organized the data and ran further cross-tabs on the received information. Additionally, many questions in our external survey were multiple-choice, which made it easy to find overall percentages when analyzed.

Research Report

Family Decisions

When asked who respondents thought were the healthcare decision-makers, 30.76% said “mother, father, and both”, whereas 7.69% listed “themselves” as the decision-maker. Of the respondents, 10.25% stated that they had children, and 28.20% said they want kids in the future.

Awareness

When asked about their awareness of Covenant Children’s, 15.38% of our participants said they had not heard of the hospital, and of these, 100% of these participants are not receiving children or women’s care in West Texas. However, 33% of respondents said they receive care in their hometowns, and shared that they are temporarily here for school. Another 33% of respondents said they are uninformed about Covenant Children’s, and 16% do not receive care at all.

In this group, 100% of respondents listed that they are not looking for a healthcare provider at this time. However, further questioning showed that 50% of these respondents care about reliability and helpfulness from a healthcare provider, whereas 16% care about the overall cost of care. Finally, 33% of respondents did not answer the question.

When asked which social media platforms respondents used, 100% said they use Facebook, 66% use Instagram and Snapchat, and 50% use Twitter. Finally, 16% of these respondents use TikTok.

Research Report

Experiences

Only 7.69% of participants of our sample have received care at Covenant Children’s, while a larger 74.4% of participants have not received care.

Of the participants who did receive care, 6.67% specified they received child care, while the other 3.3% received women’s services. Furthermore, 6.67% said they had a “very good” experience at Covenant Children’s, and 3.3% said they had a “good” experience. 6.67% of participants would recommend Covenant Children’s to a friend, whereas the remaining 3.3% would not. However, all three participants said they plan to return to Covenant Children’s.

Research Report

Key Insights

The Red Raider Representatives received a total of 39 responses from the external survey. With this collected database, we were able to view opinions from community members and dive deeper into their awareness levels of Covenant Children's, as well as their demographics and experiences.

The Red Raider Representatives found that the majority of our respondents were under the age of 23, which we interpreted to mean that the respondents were mostly college students and not a very accurate depiction of Covenant Children's overall audience. However, we did learn from other demographics that Lubbock is one of the larger populated areas in the service region and that the majority of the sample identified as white/caucasian. These demographic insights revealed a better description of a target for the younger side of Covenant Children's target audience.

Most respondents thought that both mothers and fathers were the key decision-makers for healthcare. These insights show us that we could target men in some areas of the campaign, as the decision-maker, which is more split than we originally thought.

Research showed the overall awareness of Covenant Children's is very low amongst respondents. The Red Raider Representatives believe this means Covenant Children's needs improvement in their efforts of showcasing their branding, mission, vision and values. Additionally, most of the respondents from the external interview did not know about Covenant Children's faith-based ministry, even though the majority of respondents shared the faith.

Research Report

Key Insights (Continued)

Participants also were unaware that Covenant Children's provided women's services, or that Covenant Children's is a free-standing hospital. Furthermore, the low percentage of respondents that follow Covenant Children's on social media proves that they could improve significantly in their advertising outreach programs.

Red Raider Representatives found that none of the participants are receiving children's or women's care in West Texas, despite being in the age range that they could. Red Raider Representatives believe this means that Covenant Children's younger audience is unaware of Covenant Children's services and services like this offered in Lubbock and West Texas. Additionally, the survey revealed that many of the respondents are college students and that this demographic is not currently searching for healthcare in Lubbock. With this knowledge, Red Raider Representatives know that further communication efforts should focus less on this age group. In regards to social media, we found that Facebook is the biggest platform, and will reach the most potential patients, followed closely by Instagram. Red Raider Representatives view this as an opportunity to improve upon current social media outreach and expand to different platforms.

Red Raider Representatives found through the external survey that once Covenant Children's receives patients, they do a great job of taking care of them and facilitating good relationships, but need improvement in their outreach abilities.

Research Report

Limitations

In the external survey, the Red Raider Representatives faced some limitations including a lack of age variety as most participants were under the age of 23. Furthermore, only a few participants had children. Another limitation was that some participants chose to end their survey early and not a single participant wanted to enter into the giveaway. We also failed to format our questions to receive detailed information on the care that they received and when that care was received. Additionally, Tech-nounce, a university-wide daily newsletter, denied our request to share the survey with Texas Tech students which limited our outreach.

Lastly, the organizational structure of our survey caused a limitation on responses. For example, the question, "What social media platforms do you actively use", was only given to six respondents who had not heard of Covenant Children's rather than asking this question to all respondents.

Lessons Learned

The Red Raider Representatives have learned to improve the organizational structure of our survey questions and improve clarity. Additionally, we learned that we need to better reach a variety of ages, family structures, and locations to accurately represent our sample.

Lastly, we have learned to make our survey shorter in questions and use more multiple-choice questions rather than open-ended questions as multiple-choice questions are more likely to be answered.

Research Report

Conclusion

The Red Raider Representatives conducted multiple research methods to receive a wide array of data, including an internal interview, an internal survey and an external survey. The data received from these three methods helped develop further understanding of Covenant Children's overall branding efforts, audience behaviors, successes and improvements needed.

The first method Red Raider Representatives used to answer our research questions and goal was an internal interview with Meredith Cunningham. After analyzing knowledge from the interview, the Red Raider Representatives gained a better understanding of how to use promotional content for their benefit. The Media and Community Relations Director for Covenant Children's was the participant chosen to discover current outreach tactics and successful promotional efforts for the hospital. The findings from this interview directed us to focus our efforts on those who are most likely to interact with Covenant Children's and allowed us to get more responses from our campaign strategy. The interview provided an understanding of Covenant Children's from an inside perspective and helped the Red Raider Representatives comprehend where to target their campaign.

Research Report

Conclusion (Continued)

The next method we used to answer our research questions was an internal survey. After further analyzing data from the internal survey, Red Raider Representatives found that Covenant Children's is successfully executing their mission, vision and values both internally and externally. With that being said, Red Raider Representatives believe that Covenant Children's needs to improve their internal communication efforts and sense of teamwork as many caregivers expressed a lack of unity. Finally, Covenant Children's should look to improve their services and advertising methods.

The final research method used was an external survey. After further analyzing data from the external survey, Red Raider Representatives found that a large part of the demographics were white females from Lubbock. This demographic information helped us to identify further information about the younger age range of Covenant Children's target audience. Specifically, we found that most respondents were unaware of Covenant Children's overall branding and mission statement, as well as their faith-based ministry. Regarding respondents' experiences with Covenant Children's, Red Raider Representatives found that those who did have an encounter had a positive one, which meant that Covenant Children's does a good job of facilitating positive relations with their patients. Overall, in terms of the external survey, we found that Covenant Children's needs to improve outreach practices.

In conclusion, we met many of our research goals, which included determining the missing personnel in Covenant Children's target audience and areas of past successes. However, we did not figure out how to best reach our external audiences. The main reason for this was because the majority of our external survey respondents were college students, and we did not ask every participant their social media preferences. As a result of this research report, we will be able to apply our findings to our overall campaign plan.

Campaign Plan

Campaign Plan

Introduction

The Red Raider Representatives have produced a campaign plan to improve internal relations and implement a consistent brand at Covenant Children's Hospital. The name of our campaign is "It Starts from Within" because we plan to communicate that internal relations will set the standard for Covenant Children's external reputation. We believe that to have successful external relations, an organization's internal audience must fully understand and embody Covenant Children's mission, vision and values. A contributing factor to conduct a completely internal campaign stemmed from our research. Unfortunately, we did not receive enough data from our external research methods to build a campaign. However, our internal research methods yielded incredibly detailed results and provided deep insights into Covenant Children's internal workplace.

Lessons Learned

The theme of our campaign, "It Starts From Within", is that external tactics cannot succeed without first perfecting an organization's internal relations. This has been derived from the concept that improving staff morale and employee happiness in the hospital will create improvement throughout the workplace. Furthermore, to truly communicate the Covenant Children's brand, employees must personally incorporate it within their everyday routine. In the end, our campaign aims to see what improvements need to be made through leadership outreach to help the staff and caregivers have a more positive reception of their work environment.

Campaign Plan

Target Publics

The overall public that Red Raider Representatives will target is the Covenant Children's employees. More specifically, we will target two audiences: department teams and caregivers who hold a leadership role.

The Covenant Children's employees are classified as our primary public because we are composing an internal campaign. We chose to segment this group through their departments, as it will simplify the communication process, and reach our goals of creating unity within teams. Furthermore, The Red Raider Representatives will specifically target the leaders of each department because our research consistently demonstrated that leadership needs improvement.

Campaign Plan

Key & Supporting Messages

Key Message 1: One of Red Raider Representatives' overarching messages is to demonstrate to caregivers that teamwork is the foundation of the organization and emphasize the importance of having a unified work environment. Furthermore, our messaging drives home the idea that to have cohesive branding, internal audiences must have unity. The Red Raider Representatives tone consists of encouraging and direct language.

According to Covenant Children's website, their mission claims to "[care] for the whole person: body, mind and spirit" and come together to provide compassion and care (Covenant Children's, n.a.). However, The Red Raider Representatives' research shows that a third of respondents stated that more than half the time they did not feel a sense of unity within the workplace.

Key Message 2: The second overarching message that Red Raider Representatives will communicate is the importance of leadership in an organization. Without effective leaders, the rest of the department will lack direction. The Red Raider Representatives' tone consists of formal and motivational language.

John Maxwell, an author specializing in leadership, stated an eye-opening quote to support this key message. He said, "The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them as leaders and continually develops them." (Maxwell, p. 185, 2008). Additionally, our research showed that across the board, employees within Covenant Children's felt leadership in their department needs improvement.

Campaign Plan

Target Publics

The Red Raider Representatives' overall campaign goal is to transform Covenant Children's workplace into an environment that aligns with and directly demonstrates the organization's branding. This goal will solve the problem of caregivers feeling a lack of unity and leadership within the workplace.

The Red Raider Representatives' detailed goal for the departmental teams is that their relationships with each other would improve resulting in a greater sense of community.

Additionally, The Red Raider Representatives will implement tactics to help expand on leadership knowledge to create a unified work environment.

Campaign Plan

Objectives

To meet our goal, Red Raider Representatives have created two measurable objectives. They are as follows:

Objective 1: To Increase positive internal relations responses by 30% within a year, measured through a mandatory survey response.

Objective 2: To improve employees' implementation of Covenant Children's mission, vision and values in the workplace by 15% within a year.

Strategies

Strategy 1: To accomplish the first objective, the Red Raider Representatives will implement an overall team-building strategy to create a unified workforce. Red Raider Representatives chose this method because we understand the importance of unity within a workplace, and how implementing it results in success within the whole organization. As shown in The Red Raider Representatives research, 31.42% of caregivers at Covenant Children's do not feel a sense of unity within the workplace.

Campaign Plan

Tactic 1: The Covenant Care Fair

The Red Raider Representatives will institute an annual Team Building Event, to further build a unified workplace. Families are encouraged to attend, and the event will reinforce Covenant Children's mission of having all employees come together and providing top-notch care. The event will consist of live music, raffles, food trucks, family friendly games, and is designed to be a fun way for everyone in the company to come together and find a community within their workplace. The Red Raider Representatives have created flyers which will be sent to caregivers through the weekly email and printed to be placed in common areas of the hospital. The graphics fit the theme of the event, and outline important information caregivers should know about the event.

Campaign Plan

Tactic 2: Monthly Appreciation Meal

The Red Raider Representatives believe that an employee appreciation meal every month could increase caregivers' sense of community. This meal will celebrate any staff member's birthday for the current month and offer food trucks for purchase from local restaurants. There will be decorations, a sign with the names of whose birthdays are in that month, and a verbal appreciation for those individuals. The goal of this tactic is to make every staff member feel important and appreciated. Furthermore, this tactic provides a different option for food once a month as The Red Raider Representative's research revealed caregivers' negative attitudes towards the cafeteria food available. Addressing a current concern and implementing a new tradition can increase unity within the workplace and can help caregivers feel respected.

Campaign Plan

Tactic 3: Caregiver of the Month

The Red Raider Representatives recommend giving out a caregiver of the month award to recognize an outstanding member of Covenant Children's staff, who has demonstrated the hospital's branding throughout the month. The caregiver of each month will receive an engraved plaque with their name on it and a gift card to a restaurant of their choice. Additionally, each month Covenant Children's will post on social media platforms recognizing each winner of the caregiver award. This tactic will help improve individual performances, encourage caregivers to embody Covenant Children's mission, vision and values, and motivate every staff member to create a better work environment for the whole hospital. The idea is to boost caregivers' performances, which aligns perfectly with the internal aspect of our campaign. The Red Raider Representatives have composed sample social media posts to be distributed monthly on Covenant Children's social media platforms.

Campaign Plan

Tactic 4: Team of the Quarter

By recognizing one caregiver each month, the Red Raider Representatives will acknowledge a team within Covenant Children's that has gone above and beyond in demonstrating the organization's brand over the past quarter. Winners of this award will be sent to a fun group activity, such as an escape room, Altitude jump park, or 4ore Golf. This tactic will motivate leaders and team members to work hard every day and embody Covenant Children's mission, vision and values. The Team of the Quarter tactic will further accomplish our strategy of creating a unified community within the workplace, as it encourages teams to truly work together. The Red Raider Representatives have composed sample social media posts to be distributed quarterly on Covenant Children's social media platforms.

Campaign Plan

Tactic 5: Dancing in the Scrubs

The Red Raider Representatives suggest creating an internal TikTok account, to be used to promote community and teamwork. This tactic centers around the idea for a TikTok dance competition, titled "Dancing in the Scrubs", which will encourage team-building between caregivers. To enter, a Covenant Children's department "team" is encouraged to showcase the best TikTok dance in their scrubs. As teams are encouraged, singles and doubles are welcomed to enter as well. This tactic creates youthful fun and motivates caregivers to bond with one another. This tactic also allows for trending social media content to be posted on the newly made Covenant Health TikTok account. The Red Raider Representatives have composed a flyer to be distributed to Caregivers through the weekly email and hung on walls throughout the hospital.

Campaign Plan

Strategy 2

To accomplish the first objective, Red Raider Representatives will provide feedback opportunities for Covenant Children's caregivers. According to Red Raider Representatives research, 43.8% of respondents felt that Covenant Children's mission, vision and values were not implemented in the workplace. This strategy is predominantly used to understand employee's thoughts towards the organization and find ways to continue to improve internal relations.

Tactic 1: Compliments and Complaints

The Red Raider Representatives suggest implementing a compliments and complaints forum that can be accessed at any time to discuss positives and negatives within the hospital. The portal is like the database that Texas Tech uses, Strive, where employees can send kudos to one another or express frustration. Employees may remain anonymous with their entries or can identify themselves. Additionally, all messages will be sent privately between staff members. The goal of this tactic is to increase general communication within the workplace, but especially to give employees a place to openly discuss their concerns, and provide praise for others. This tactic falls under our strategy of providing an opportunity for feedback. The Red Raider Representatives have composed a flyer to be hung on the walls of the employee break room for easy access to caregivers. Additionally, the flyer has a QR code that will take Caregivers directly to the Compliment and Complaints forum.

Campaign Plan

Strategy 3

To accomplish the second objective, Red Raider Representatives will target leaders within Covenant Children's Hospital to create a cohesive work environment. When the leaders of an organization are reliable and consistent, the rest of their teams follow suit. The Red Raider Representatives show that this strategy is necessary, as 17.1% of respondents felt that Covenant Children's would benefit from better leadership within the hospital.

Tactic 1: Compliments and Complaints

The Red Raider Representatives suggest hosting a leadership seminar for Covenant Children's department leaders once a year, to train and motivate them. Covenant Children's will facilitate a leadership seminar for departmental leaders, and will host a speaker proficient in leadership advice. The seminar will include games and activities for the leaders, as well as a free lunch. The goal of these leadership seminars is to educate Covenant Children's leaders on the best methods to guide their teams and to provide them with tangible tactics and suggestions for improving the day-to-day workplace for their employees. This tactic will achieve the strategy of targeting leadership to create a cohesive work environment. The Red Raider Representatives have created a newsletter that will be sent to all departmental leaders in the Coordinator News email, introducing the leadership seminar and explaining its importance. Furthermore, we have created a flyer that includes all the key information regarding the leadership seminar to be sent out closer to the day of the event.

Campaign Plan

Output Evaluation

For the team-building event, an effective form of output evaluation will be to count RSVPs received and attendees of the Covenant Care Fair event. This event is created to bring employees together and create connections, so calculating how many caregivers and families attend will be solid evidence of how productive this event was.

Next, an effective way to evaluate the implementation of the appreciation meal is to keep track of food truck sales.

An effective output evaluation of the compliments and complaints tactic would be to analyze the number of responses received and the content of the responses. To evaluate the success of the feedback tactic, we will measure how many caregivers actively submitted entries into the forum.

To evaluate the TikTok dance tactic, analyzing the likes, shares, follows, and comments of the videos and accounts should be tracked and analyzed to gauge success.

Lastly, an effective way to evaluate the team of the quarter tactic is to see how many people from the team of the quarter showed up to 4ore! Golf.

Based on these evaluations, Covenant Children's can then determine what should be improved about these tactics in the years to follow and if they were successful in our goal of improving internal relations and promoting the overall brand.

Campaign Plan

Outcome Evaluation

To evaluate the success of the tactics and objectives, the Red Raider Representatives suggest a mandatory annual survey for the employees of Covenant Children's Hospital to complete, to gain better understanding and feedback. This will allow the employees to be heard and allow Covenant Children's leaders to consider feedback.

The annual survey will be administered on Qualtrics and will be a series of questions to assess the staff's opinions on issues within the workplace, success stories, challenges, unity, leadership, etc. Responses will be anonymous unless chosen otherwise, and there will be an option to leave your information or have further contact.

To evaluate the team building event, The Covenant Care Fair, a follow-up email will be sent to all guests that RSVP'd to gauge how successful the event was and to determine what should be changed for the next year. The team-building event's success will also be determined by the amount of Covenant employees attending the event and a collection of RSVPs from the employees and their families.

To evaluate the leadership seminar, the Red Raider Representatives recommend creating an exit survey for the leaders who attend the seminar to reflect on their overall experience with the leadership event.

Other tactics that the Red Raider Representatives recommended, such as the "appreciation meal," "caregiver of the month" and "team of the quarter" can be evaluated by the improvement of caregiver's work quality, food bought from food trucks, and attitudes towards Covenant Children's.

Campaign Plan

Timeline

The following timeline begins in March 2022 and ends in June 2022. Over this period, multiple tactics and events need to be planned before executing our campaign plan. The timeline will consist of the important dates and that will execute a successful campaign.

Campaign Plan



Figure 8

Campaign Plan

Budget

The Red Raider Representatives created a potential budget for this campaign plan "It Starts From Within". Listed below are the potential costs of all tactics explained previously. It begins with an overall budget and then is segmented into each tactic, specifically.

Tactic	Cost
Covenant Care Fair	\$2,835
Leadership Seminar	\$6,950
Caregiver of the Month	\$160
Monthly Appreciation Meal	\$35
Team of the Quarter	\$45
<i>Total</i>	\$10,025

Figure 9

Campaign Plan

Budget for Covenant Care Fair

Subject	Cost	Contact Information
Park rental	\$350	https://ci.lubbock.tx.us/departments/parks-recreation/facilities/facility-rentals
Food Truck	\$35	@NowWeTacoN on Facebook @hanschickenlbk on Facebook
Live music	\$500	https://www.entertainersworldwide.com/live-bands/us/tx/lubbock
Raffle	\$900	(Items determined by staff)
Facepaint	\$125	dijon37@gmail.com
Dunk tank	\$275	www.mesospoiled.com/product/plastic-dunk-tank/
Bouncehouse	\$650	jumpingmonkeys806.com

Figure 10

Campaign Plan

Budget for Leadership Seminar

Subject	Cost	Need	Contact Information
Venue @ Ashmore Inn & Suites	\$500	Venue highly necessary (assuming pandemic finished)	ashmoreinn.com
Finger-Food	\$250	Medium Necessary	N/A
Career Coach	\$6000	Highly Necessary	https://www.linkedin.com/in/debjanibiswas
Bonding Games/Activities	\$200	Medium Necessary	N/A

Figure 11

Budget for Caregiver of the Month

Caregiver of the Month

Subject	Cost	Contact
Engraved Plaque	\$130	plaquemaker.com
Gift Card to chosen location	\$30	Varies by selected location

Figure 12

Campaign Plan

Budget for Monthly Appreciation Meal

Subject	Cost	Contact information
Now We TacoN food truck	\$250 deposit	@NowWeTacoN on Facebook
Urban Fix food truck	\$35	@Urbanfixx on Facebook

Figure 13

Budget for Team of the Quarter

Subject	Cost	Contact
4ore! Golf	\$45 per tee box (2 hour session), one tee box each contains up to five people	https://4oregolf.com/social-gatherings/

Figure 14

Campaign Plan

Budget Conclusion

The Red Raider Representatives planned a campaign to improve Covenant Children's internal relations and overall branding. The campaign accomplishes this by encouraging Covenant Children's employees to incorporate the mission, vision and values in the work environment every day. "It Starts From Within" directly aligns with Covenant Children's mission of caring for the whole patient, including the mind, body and spirit, and coming together with compassion and exceptional care. Through this, Covenant Children's internal relations and overall branding will improve. The tactics the Red Raider Representatives have recommended emphasized team-building and unity within the workplace, staff appreciation and better leadership. Our recommendations include hosting an annual event to promote teamwork and establish community within the organization, sending leaders to educational seminars, and instituting caregiver of the month and the team of the quarter competitions to help encourage caregivers to embody Covenant Children's mission, vision and values, every day. Additionally, we recommend providing caregivers with multiple opportunities to provide feedback on how Covenant Children's is doing internally. The listed strategies, tactics and objectives will accomplish our goal of transforming Covenant Children's workplace into an environment that aligns with and directly demonstrates the organization's branding. The proposed recommendations showcase how our goal will be accomplished, and how it will ultimately turn Covenant Children's into a better workplace. Finally, we aligned all points in our campaign plan to support the idea that successful organizations start from within, and therefore, this campaign will create exceptional external relations and reputation for Covenant Children's Hospital.

Tactics: Covenant Care Fair Invitation

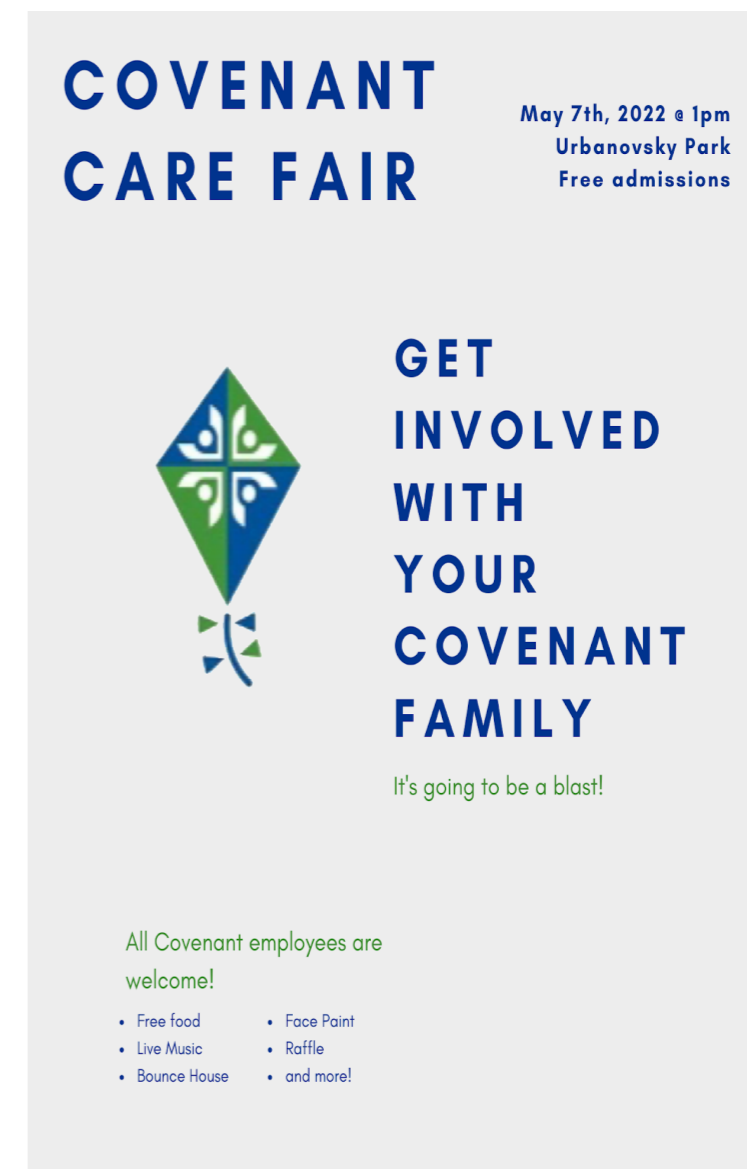


Figure 15

Tactics: Covenant Care Fair Invitation



Figure 16

Tactics: Caregiver of the Month

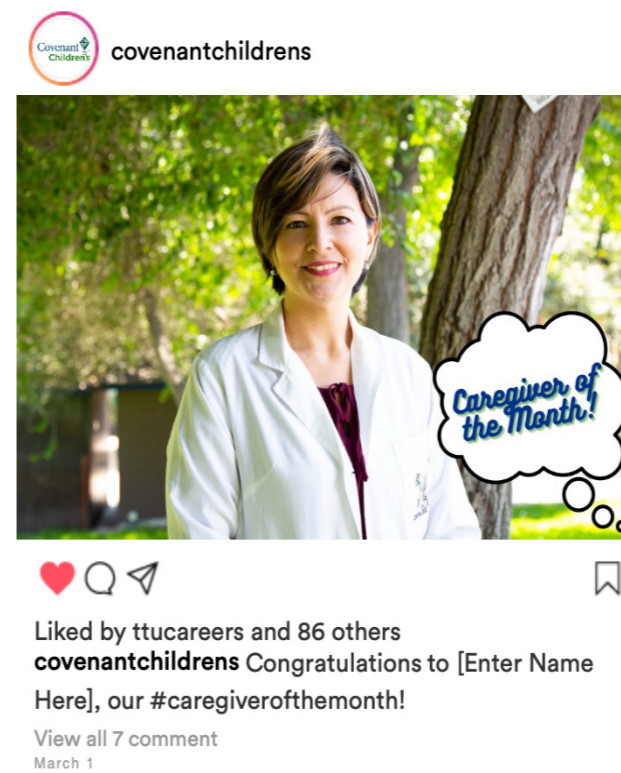


Figure 17



Figure 18

Tactics: Team of the Quarter



Figure 19



Figure 20

Tactics: Dancing in the Scrubs



Figure 21

Tactics: Compliments and Complaints



Figure 22

Tactics: Leadership Seminar Email



Dear Caregivers,

Here at Covenant Children's, we are passionate about creating great leaders and providing them with tools to maintain an excellent work environment. We want to congratulate you on your successes in the past and take this time to announce an exciting new opportunity we are providing to further facilitate your leadership skills and help you to dive deeper into representing Covenant Children's and encouraging your teams to do the same.

Starting this year, Covenant Children's will host a leadership seminar, October 2nd, 2022, where our leaders will have the opportunity to hear from Debjani Biswas, bestselling author, CEO and frequent Ted Talk speaker. Biswas' insights into the best methods to lead teams and provide successful frameworks for working teams. The seminar will take place at The Ashmore Inn & Suites in Lubbock, Texas. This event will be a time for all leaders to come and learn together, with engaging activities and provided meals.

Our goal with this seminar is to help our leaders think outside the box and continue to create incredible experiences at Covenant Children's! We hope you will take this learning experience, and apply it to your own work-life, and continue being the reason Covenant Children's shines. Thank you for all your hard work, and we hope you are excited about this new opportunity to perfect your abilities.

With Care,

The Covenant Children's Media Team



Figure 23

Tactics: Leadership Seminar Flyer

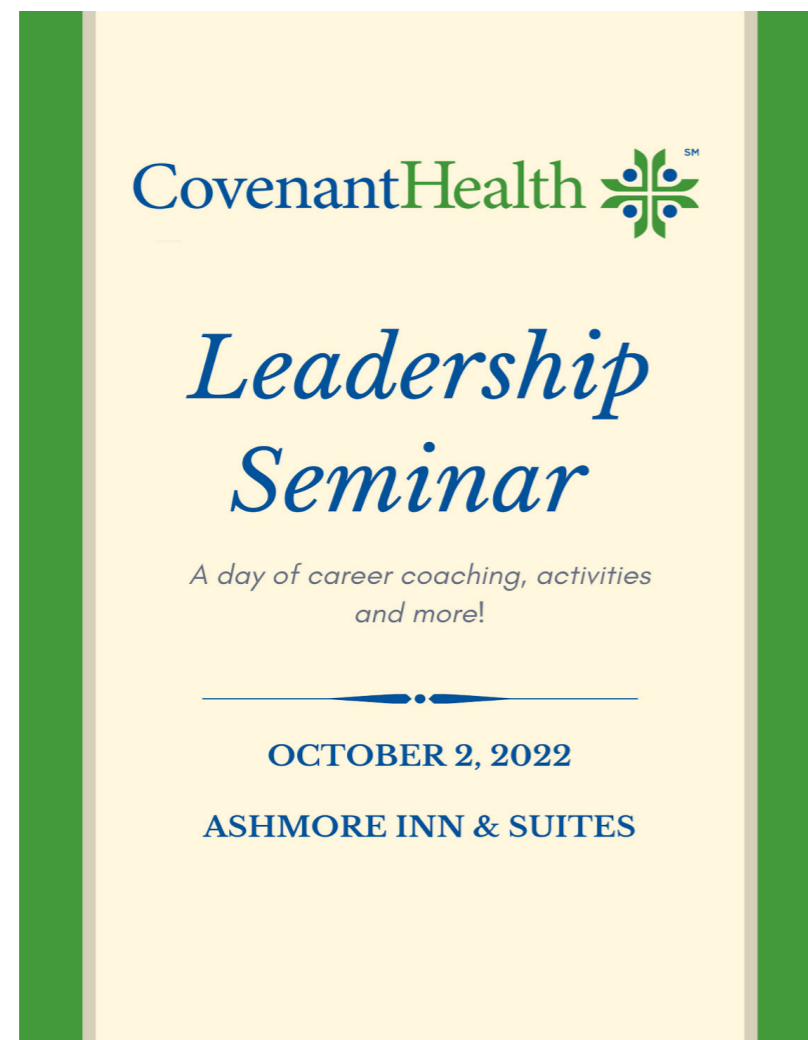


Figure 24

Appendix A. Internal Interview

Cunningham, M (February, 9, 2021). Client Q&A

What content do you know of that keeps viewers engaged?

What content do you know of that does not keep viewers engaged?

What social media platforms do you feel are the most successful?

What social media platforms do you not currently use?

What non-digital platforms have the most success?

Has user generated content ever been used?

If yes, was it successful?

If not, would this be useful for us to try and get from our audiences?

Could we get audiences to post reviews/stories of us on their social media for us to repost?

What are some past successes that could make interesting stories for a promotion?

Appendix B: Internal Survey

What is your role at Covenant Children's?

Type your response below:

Do you provide medical care to patients?

- Yes
- No

How long have you worked for Covenant Children's?

Type your response below:

What do patients like about Covenant Children's?

Briefly explain your response:

Is there a success story you could briefly explain for promotional use? If so, please explain below:

- Yes
- No

Appendix B (Continued)

Do you feel like Covenant Children's branding message differentiates themselves from competitors, such as UMC?

Explain why or why not.

- Yes

- No

How do you think that Covenant Children's could reach new patients?

Type your response below:

Do you feel unity within your work environment?

- Always
- Most of the time
- About half the time
- Sometimes
- Never

Appendix B (Continued)

Are Covenant Health system's mission, vision, and values implemented on a day-to-day basis?

- Definitely yes
- Probably yes
- Probably not
- Definitely not

For more information, can we contact you? If yes, please list your email below:

- Yes

- No

https://qfreeaccountssjc1.az1.qualtrics.com/jfe/preview/SV_86Uufgcc1FWjQBo?Q_CHL=preview&Q_SurveyVersionID=current

Appendix C: External Survey

If you would like to enter in for a chance to win the prize please list your email below?

Do you identify as male or female?

Male

Female

Prefer not to say

Other

How old are you?

What is your ethnicity?

African-American

Hispanic/Latino

Asian

White/Caucasian

Prefer not to say

Other

Appendix C (Continued)

How would you best describe your household's income level annually?

Below \$20,000

Between \$20,000 - \$50,000

Between \$50,000 - \$75,000

Between \$75,000 - \$150,000

Above \$150,000

How would you best describe your academic level?

High-school Diploma/ GED

Associates Degree

Bachelor's Degree

Master's Degree

Doctoral Degree

None of the above

What city do you currently live in?

Appendix C (Continued)

What channel do you prefer?

Social Media

Mail

Email/ Newsletters

If social media then which platforms

Other

Who in your household is considered the healthcare decision maker?

Mother

Father

Both

Other

Do you have children?

Yes

No

Appendix C (Continued)

Are you planning to have children in the future?

- Yes
- No

Have you heard of Covenant Children's hospital?

- Yes
- No

If "Have you heard of Covenant Children's Hospital?" is answered "Yes":

Have you received care at Covenant Children's?

- Yes
- No

How did you hear about Covenant Children's?

Do you follow Covenant Children's accounts on social media?

- Yes
- No
- If yes which account

Appendix C (Continued)

Did you know that Covent Children's is the only free-standing hospital from Ft Worth to Albuquerque?

- Yes
- No

Are you aware that we offer women care services?

- Yes
- No

Are you aware of our faith based ministry?

- Yes
- No

Do your views align with our faith based ministry?

- Yes
- No

What area did you receive care from at your visit to Covenant Children's?

- Child care
- Women's services

Appendix C (Continued)

How would you rate your experience at Covenant Children's?

- Very Good
- Good
- Okay
- Bad
- Very Bad

How can your visit be improved?

Do you plan to return to Covent Children's?

- Yes
- No
- If "no" why not?

Would you recommend Covenant Children's to a friend?

- Yes
- No
- If "no" why not?

Appendix C (Continued)

If "Have you heard of Covenant Children's Hospital?" is answered "No":

Are you currently receiving children's care in West Texas?

- Yes
- No
- If yes where

Are you currently receiving women's care in West Texas?

- Yes
- No
- If yes where

If you are not receiving care in West Texas, why not?

Are you currently looking for a new healthcare provider?

- Yes
- No

What do you want to see from a healthcare provider?

Appendix C (Continued)

What social media platforms do you actively use?

Would you be willing to hear more about Covenant Children's?

- Yes
- No
- If yes email:

https://qfreeaccountssjc1.az1.qualtrics.com/jfe/form/SV_4SI1qNM5EYQu2I6

Appendix D: Campaign Evaluation

Did you attend the Covenant Care Fair?

Do you think the Care Fair unified caregivers in the workplace?

If you are a supervisor or team leader within Covenant health, did you attend the leadership seminar?

If you attended the leadership seminar, did you enjoy it?

Do you think that Covenant's work environment benefited from the caregiver of the month award?

Do you think that Covenant's work environment improved from the team of the quarter award recognition and celebration?

Did you and your peers feel appreciated during the monthly meal that was catered for lunch breaks?

Did you enjoy the appreciation meals?

Do you think Covenant's mission, vision, and values on a day-to-day basis have improved throughout the past year?

Do you think unity in Covenant Children's workplace has improved over the past year?

What do you think Covenant Children's can improve on moving forward?

https://docs.google.com/forms/d/e/1FAIpQLSd_0Z3ODk7QS8ueyvz2S0WdoiVj6C_qvvgXn-VNebOWiq9AOQQ/viewform?usp=sf_link



Figure 25

References

Accounts, T. (2020). The west texas region2020 regional report. Retrieved March 01, 2021, from <https://comptroller.texas.gov/economy/economic-data/regions/2020/west.php>

Bounce house water slide rentals. (n.d.). Retrieved April 08, 2021, from <https://www.jumpingmonkeys806.com/?lightbox=datapitem-jy62sb6b1>

Covenant children's Hospital. (n.d.). <https://www.covenantchildrens.org/>

Covenant Children's Hospital. (n.d.). <https://www.covenantchildrens.org/departments/>

Covenant Health. (2021). Covenant Health Identity Guidelines.

Covenant Health. (2021). Brand Voice Expansion.

Cunningham, M (February, 9, 2021). Client Q&A

Departments. (n.d.). Retrieved April 08, 2021, from <http://www.covenantchildrens.org/departments/>

Departments: Parks & Recreation. (n.d.). Retrieved April 08, 2021, from <https://ci.lubbock.tx.us/departments/parks-recreation/facilities/facility-rentals>

History. (n.d.).<https://www.covenanthealth.org/about-us/history-and-milestones/>

Home. (2021, February 10). <https://lubbockheart.com/>

January 15). Retrieved March 01, 2021, from <https://www.qualtrics.com/support/survey-platform/data-and-analysis-module/data-and-analysis-overview/>

References: Continued

Jubilee facebook page. (n.d.). Retrieved April 08, 2021, from https://www.facebook.com/JubileeEntertainment/?ref=page_internal

Maxwell, J. C. (2014). Team: The 17 indisputable laws of teamwork: Winning with people. United States: BookBaby.

New Mexico gender ratios. (n.d.). Retrieved March 01, 2021, from <https://www.states101.com/gender-ratios/new-mexico>

Online calculators & tools. (n.d.). Retrieved March 23, 2021, from <https://www.rapidtables.com/>

Plastic dunk tank. (n.d.). Retrieved April 08, 2021, from <https://www.mesospoiled.com/product/plastic-dunk-tank/>

PlaqueMaker.com. (n.d.). Retrieved April 08, 2021, from <https://www.plaquemaker.com/>

"Providing Fine BBQ for St Pete and Tampa Bay." MnM BBQ, www.mnmbbq.com/.

Religion by country 2021. (n.d.).<https://worldpopulationreview.com/country-rankings/religion-by-country>

Social gatherings. (2019, December 22). Retrieved April 08, 2021, from <https://4oregolf.com/social-gatherings/>

Top-Rated live bands in Lubbock County for hire! (n.d.). Retrieved April 08, 2021, from <https://www.entertainersworldwide.com/live-bands/us/tx/lubbock>

UMC foundation. (2021). <https://www.umchealthsystem.com/giving/umc-foundation>