

Second Annual Survey
Hospital Use of Social Media

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About the Research

At Simon Associates Management Consultants, we focus on change. As anthropologists and experts in building new businesses or changing well-established ones, we have been working with healthcare institutions during these changing times.

Social media became an area of particular importance, controversy, discussion and debate. You could feel the tension as we spoke with all sectors from physicians, nurses, and staff to administrators and legal departments. Demand for conversations online was growing from community groups and individual patients, young and old.

We listened and watched as staff dealt with rules that limited their access to the Internet and to social media. Yet, staff easily texted messages and looked at Facebook from their cell phones. What was the right policy for an institution? And what was the right marketing and branding strategy for them to use to grow their organization? Social Media was ubiquitous but troubling as each institution tried to do the right thing for their patients, their doctors and their staff.

In 2010, when we first did the survey, it was out of our own professional interest in change. What were hospitals doing on Facebook? On YouTube and Twitter? Were there trends that could be of help to others? Some hospitals, from Mayo Clinic to Cleveland Clinic had embraced social media completely. Children's hospitals were moving quickly to create very large online communities. Yet, smaller community hospitals and even leading academic medical centers were ignoring social media, and indeed, by definition almost ignoring their communities.

By 2011, healthcare clients were struggling with how they should respond to the changes taking place in online community building, marketing and communications. Social media was clearly growing as an area of focus, interest, and of concern. We hope you find this research of help in your discussions and debates.

Please share with us your thoughts at info@simonassociates.net.

Andrea J. Simon PhD
President, Simon Associates Management Consultants

Introduction

We have conducted this research for two consecutive years¹ now because, as anthropologists, we are very interested in culture change trends. The use of social media by hospitals is very relevant to watching the trends in how hospital institutions build relationships with and engagement among patients, families and communities. The fact that so many hospitals have still not begun to build a social media foundation on Facebook begs the question: Why not?

Not too long ago a physician at a client hospital asked why anyone would be discussing anything on Facebook or Twitter. When we showed him the 10,000+ fans that were following another physician's blog he was in shock. Young people who have grown up digital "get it." As you will see in the research, Children's Hospitals also "get it" as their patients and families form big "fan clubs" on their social media sites.

The list of the 140 hospitals we surveyed is at the end of the paper. We took several months to capture all of the data. We can provide the specific number of "likes" at the time we researched a particular hospital but those numbers, of course, were constantly changing, as they are today.

The Changing Context: Role for Social Media

In 2011, the Society for Healthcare Strategy and Market Development (SHSMD) published an excellent document on social media for hospitals. The study revealed that "Healthcare organizations are using social networking and professional networking sites in numerous ways to connect with patients, potential patients, donors, and the community at large. They routinely use Facebook and Twitter to build a network of followers and then distribute news, promote events, and drive fund-raising initiatives through these tools."²

Consumers were unmistakably expressing their need for healthcare information. And they trusted their doctors to provide it. Similarly, the Pew Research Center's Internet & American Life Project³ showed very clearly that healthcare was the second most frequent reason why people went on the Internet for information and that Facebook was definitely a place where people were very comfortable finding answers to questions and sharing information and insights.

Indeed, as Susannah Fox, Associate Director, Digital Strategy, Pew Research, wrote in her February 1, 2011 research, "Health information remains one of the most important subjects that Internet users research online." For its 2011 research, the Pew Internet Project and California HealthCare Foundation⁴ added eight new topics to its national survey measuring Internet users' interest in health information. The results suggest a platform waiting for hospitals to jump upon:

- 29% of Internet users look online for information about food safety or recalls.
- 24% of Internet users look online for information about drug safety or recalls.
- 19% of Internet users look online for information about pregnancy and childbirth.
- 17% of Internet users look online for information about memory loss, dementia, or Alzheimer's.
- 14% of Internet users look online for information about how to manage chronic pain.
- 12% of Internet users look online for information about long-term care for an elderly or disabled person.

¹ The 2010 research was conducted with Verasoni WorldWide.

² Society for Healthcare Strategy and Market Development 2011

³ Pew Research Center's Internet & American Life Project, August 9-September 13, 2010

⁴ <http://www.pewinternet.org/Reports/2011/HealthTopics.aspx>

- 7% of Internet users look online for information about end-of-life decisions.

Even more recently, PWC published research in April 2012⁵ stating that “liking, following, linking, tagging, and stumbling: social media is changing the nature of health-related interactions.” One of their illustrations captured the essence of the dynamic so clearly:

“When I was in the ER last night, I tweeted about the interminable wait. It seemed as though people who weren’t that sick got whisked in ahead of me! Guess what? Someone from the hospital heard me! They spotted my tweet and responded. And even sent someone down to talk to me in person. That’s what I love about social media. I can write what I want when I want, and send it to all my friends, groups, and followers in an instant. And, all of them can send it to all of their friends, groups, and followers. It’s like my personal electronic megaphone.”

Our original research conducted in November, 2010 and again in November, 2011 makes us wonder why hospitals and medical centers are not responding more aggressively to the unmet needs of their communities and consumers. Why are they allowing their patients, families and friends to turn to www.WebMD.com or <http://www.patientslikeme.com> for information? Why are they permitting healthcare leaders such as Mayo, the Cleveland Clinic, St. Jude’s Children’s Research Hospital or the Boston Children’s Hospital to own the space that they could enter and take leadership roles in as well?

Overview of the Research

In November 2010, we surveyed Facebook sites for 140 healthcare institutions, evenly distributed throughout each area of the U.S. To examine developing trends, we began our 2011 review in November and completed the survey in March 2012. When we looked at our data from both 2010 and 2011, it became very clear that:

- Approximately 16% of the hospitals and medical centers were using Facebook to build their community of friends and fans.
- Another 19% were not using Facebook, Twitter, blogs or other social media options at all.
- The largest portion, 65%, were beginning to grow their fans as measured in “likes,” but this was a slow process and often seemed to lack strategy or focus.

Despite the obvious value of social media and online information for consumers, most healthcare institutions were simply not developing robust social media and content marketing initiatives.

The two major exceptions were children’s hospitals and major “destination” healthcare institutions with strong brand reputations as “leaders.” Children’s hospitals noticeably recognize that those who need them and support their institution— parents, families, friends, communities, even their patients— have grown up digital, are social media savvy. They are expecting children’s hospitals to be digitally connected on Facebook and Twitter.

For hospital leadership, embracing social media is something to look at very closely in order to learn:

- 1) What is working really well to build communities of fans online?
- 2) How these hospitals are leveraging their communities of 5000-700,000 fans?

⁵ PWC Health Institute: “Social media “likes” healthcare: From marketing to social business” April 2012

3) How their fans are helping them deliver better healthcare?

Unquestionably, some hospitals, leading specialty and major clinical institutions, and children's hospitals, "get" social media. They are moving quickly to build communities and engage patients, families and friends to ensure their brands are the ones that dominate in this medium. Their scope is beyond Facebook, but it is a strong foundation for their social media efforts.

The top-line research results are:

- **Children's Hospitals "get" social media:** Children's Hospitals are simply far and away the most energetic and successful at using Facebook to build a community of fans. Whether it is St. Jude's Children's Research Hospital that had over 723,000 "likes" or Boston Children's Hospital with 706,000 "likes" at the time of the research, or the entire group of children's hospitals, social media is providing an amazing foundation for community building among their parents and patients.
- **Fifteen (15) of the 140 hospitals are growing friends in dramatic numbers:** The overall number of hospitals building significant numbers of Facebook fans with over 10,000 "likes" increased from 8 in 2010 to 15 in 2011. While this is still a small number relative to the 140 we reviewed, it doubled in size and represented an increase from 5.7% to 10.7% of the total studied. Yet, they represent the few.
- **A few more are beginning to build their fans:** There was a small increase in the number of hospitals with 5,000-10,000 "likes," from 5 to 7 institutions or from 2.8% to 5% of the total. Startling to us was how few had major fan clubs on Facebook.
- **Most hospitals, 40%, are just starting out:** Fifty-seven hospitals of the 140 had less than 1,000 fans, or 40.7% of those surveyed. Of those 57, there were still **26 with 0 "likes."** This was the same number as in 2010.
- **Yet, there are some giants emerging in social media leaders exclusive of those Children's Hospitals:** Four (4) hospitals had over 10,000 "likes." These were leading academic centers, or specialty hospitals for cancer, heart or orthopedics. Each was a destination sites. Their presence plainly shows how you can create a base of support with fans, friends, "fun-raising" and fund-raising initiatives that can grow a brand and expand beyond a local market space.

Among those institutions that were not engaged in social media there was no pattern. They weren't just community hospitals or regional centers, small or large. Those not developing Facebook communities were some of every kind of major academic medical center, leading regional medical centers, and community hospitals. Unquestionably, most hospitals surveyed still have not discovered the value of a social media community. Nor have they seen how to use it to do public health, transforming the health of populations in their communities. In addition, these non-users have not embraced social media to fulfill branding, marketing, educational, or brand-positioning purposes.

Why? We are not sure but can suggest some of the reasons, from risk aversion to staffing issues. But without a doubt, the value of social media is clear to leaders in the medical field who are finding multiple uses for the medium.

The Research Methodology

In our November 2010 study, we conducted research to set a benchmark for how hospitals, medical centers and health systems were using Facebook to communicate with consumers, build a community of fans, share new health information and capitalize on the engagement potential of Facebook for their institutions. In that research, we reviewed Facebook sites for 140 institutions, representing approximately the same proportion for each area of the U.S. — Northeast, South, Midwest and Far West.

The second research was begun in November, 2011 and completed in March, 2012. We list the data as 2011 data, but it actually spanned a number of months as we reevaluated these same hospitals. While we expected to see the same types of Facebook activity, we were surprised by the wide array of different utilization patterns. Of those surveyed, only 114 of the 140 hospitals had any social media presence. For the charting, we removed the 26 with zero fans or “likes” and focused on those that had some “likes” engaged with them.

The questions we asked in November, 2011 were essentially the same as those we had posed in November, 2010. We also asked several other questions to explore new uses for Facebook. In addition, we looked to see what people were doing on Twitter, but this use was so limited that we paused and decided to wait until next season. YouTube, on the other hand, was another matter and we will discuss this further in this document.

Interestingly, we saw that there were some hospitals that were using Facebook for a wide range of purposes and to build large numbers of friends — from healthcare promotion, celebrations of staff, and overall community building to “fund-raising” and fund-raising campaigns. As we reviewed their initiatives, we saw a pattern emerge of a model for what constitutes an excellent Facebook page for a medical institution. This began our development of a social media/Facebook model that others could emulate for building a community of fans, as well as compelling reasons why they should. Those hospitals with high social media numbers seemed to be destination hospitals that drew from well beyond their local community setting.

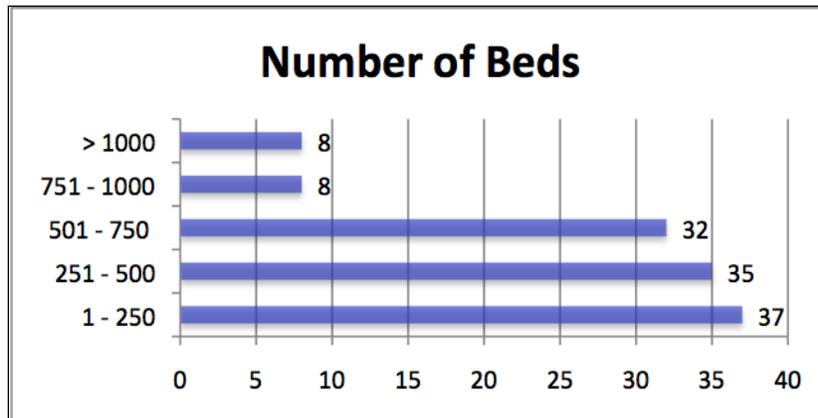
We plan to follow this research with additional work focused on what consumers are looking for in healthcare websites. Recent research on consumer reasons for turning to Facebook for commercial purposes — to buy something — suggests that they are looking for information that makes the purchase of an item simpler and easier. For healthcare, they are looking for those they trust (physicians, healthcare experts) to make accessing information and getting the right care simpler and easier.

The questions we wanted to address:

- **Presence:** What type of presence does a healthcare institution have on Facebook?
- **Number of “friends”:** How many “friends” or “likes” does it have and how is it engaging with them?
- **Level of Engagement:** What level of engagement/participation do hospitals have with their friends? Do they encourage comments and how do they respond?
- **Services Provided:** Does a hospital provide health information and in what format? Can people ask questions, show pictures and get responses?
- **Hospital-offered Incentives:** Does the hospital offer incentives or offers? Games or contests? Fund-raising opportunities?
- **Sharing News:** How do they share news and about what themes?
- **Integration with other Social Media:** Is Facebook integrated with other social media such as Twitter or Blogs or YouTube?
- **Video and Pictures:** Are pictures posted and how often?

The Sample

The original sample was of 140 hospitals evenly selected by region and size. The sample was further reduced to 114 to eliminate those hospitals without any “likes” on Facebook. Of the 114 that we were going to review, the sample sorted by number of beds as follows:



Detailed Results

Overall Facebook Activity for Hospitals and Hospital Systems

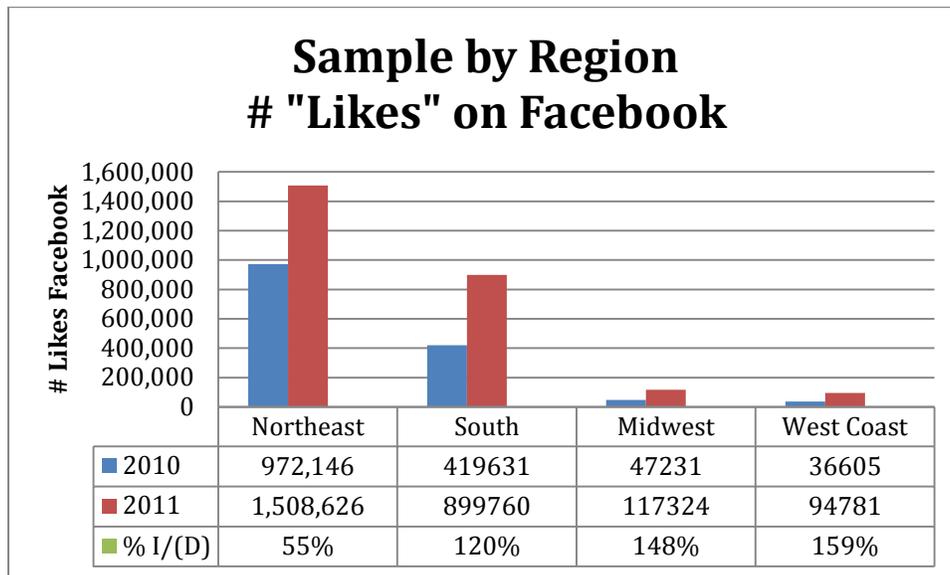
For the sake of this analysis we begin by showing you all of the 140 hospitals sampled in the chart below. As you can see, there are still 26 hospitals with essential no Facebook “likes” or activity. Of the 114 hospitals that are active on Facebook there has been a dramatic shift in their number of “likes.”

# Likes	# Hospitals 2010	# Hospitals 2011
0-5	26	26
5-1,000	70	40
1,001-5,000	31	52
5,001-10,000	5	7
>10,000	8	15
	140	140

The number of hospitals with less than 1,000 “likes” dropped from 70 to 40 (42% decline) while the number with 1,000-5,000 increased from 31-52 (68% increase). The number of hospitals with over 10,000 “likes” has almost doubled between 2010 and 2011. Yet, they only represent 13% of the 114 sampled.

Regional Patterns

As the following chart shows, the Northeast increased the number of “likes” by 55%. This was in part driven by the dramatic growth of the Boston’s Children’s Hospital that soared to over 700,000 “likes.” The same can be said for the South with St. Jude’s Children’s Research Hospital doubling its # of “likes” to over 700,000. In the Midwest and the West Coast growth started at much lower baselines but showed significant increases.



How are hospitals growing their communities?

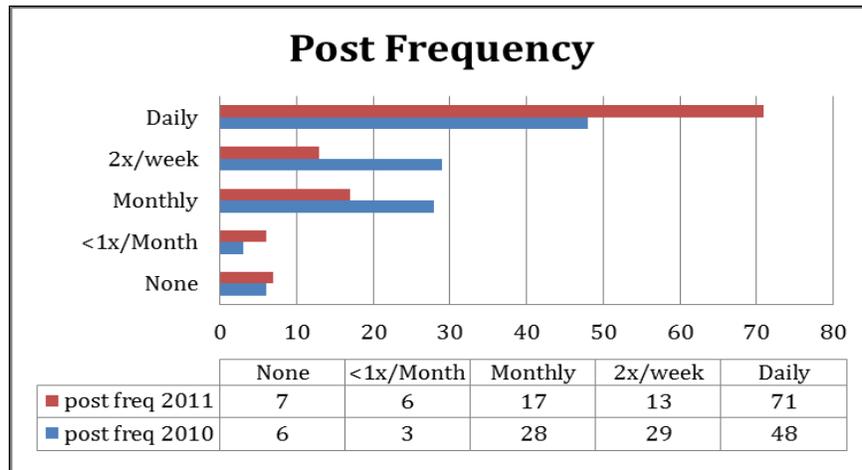
Post-Frequency

One of the key questions we asked: For what purposes are healthcare institutions using Facebook?

In other industries, it is well known that Facebook serves a range of purposes. Some pages are used as connection hubs while others offer information pertinent to their fans. Community building is a critical objective. For others, Facebook is a way to provide consumers with updated information, incentives for purchase, and ways to connect to other users, including discussion boards and forums for resolving problems.

As we looked at the Facebook pages for hospitals, medical centers and healthcare systems, we were struck by the themes that seem to be emerging. It is premature to know for sure what is working best for consumers or for healthcare institutions. What is obvious, however, is that some hospitals are effectively using their Facebook pages to share information to a broad base of consumers — patients, families, communities, friends and simply those engaged in the healthcare theme. To assess the hospitals' efforts and results, we looked at the frequency of postings to see how often these institutions were "speaking" to their fans, adding value to consumers and/or creating a connection with the style of healthcare brands.

It became clear that those institutions building Facebook communities understand that they must post daily. The number of hospitals posting daily grew from 48 to 71, an increase of 48%, while those posting twice a week or monthly decreased by more than half. These institutions by and large migrated to daily postings. Some hospitals understand content marketing and are using daily posts to sustain engagement, while others are not investing in the medium and are leaving their fans friendless. It doesn't take long for people to stop coming to see what is new.



Use of Events Function on Facebook

As we know, Facebook’s “wall” or timeline is where content is posted (e.g., to update status or post a picture, etc.). It is also where “News Feed” stories can be generated, so that the next time people log into Facebook, they can see the content.

In 2010, only 6 hospitals (5%) used Facebook’s wall to post hospital events. By 2011, that had shifted; 13 or 116% more hospitals used the wall to post events. And, there were 62 events posted.

	Events 2010	Events 2011	% Change
Wall	6	13	116%

Discussion Boards

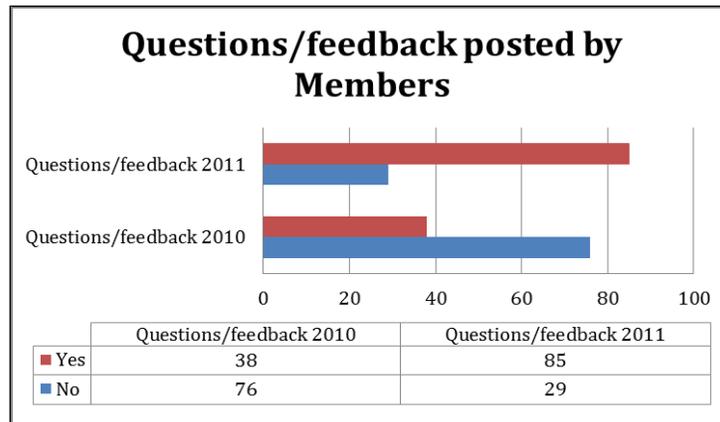
Virtually no one is using Facebook’s discussion boards. They are integrating discussions through wall postings. People want to see a quick snapshot discussion and add comments, not go to a separate board.

Feedback: Solicited & Unsolicited

As we noted in our first study, we were astonished by the limited comments and feedback being solicited and leveraged by the healthcare institutions surveyed. Facebook in its essence is a foundation for building communities and engaged relationships.

In 2010, only 38 hospital Facebook pages (33%) solicited feedback from their Facebook members.

That has dramatically changed. In 2011, 85 (75%) of the hospitals which we sampled actually did solicit feedback and only 29 (25%) did not. The discussions were in a wide range of areas: hospital experiences (good or bad), events, “happy doctor days,” etc.

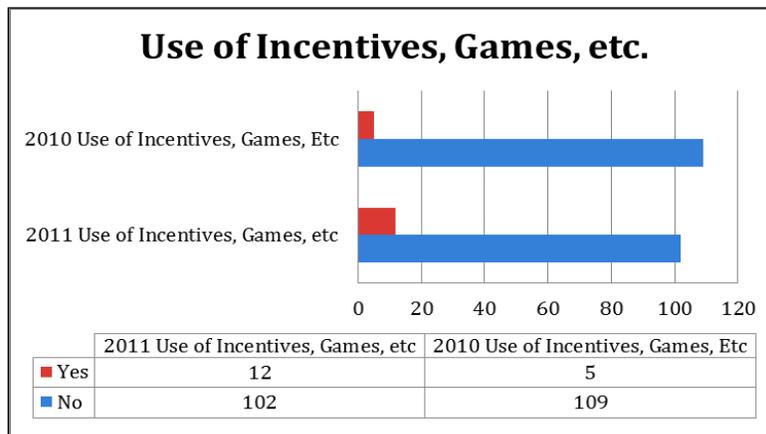


Engagement Opportunities: Incentives, Games, Apps, Contests:

This was an area that was simply not being used in 2010. At that time, only 5 hospitals had games, apps, contests or incentives. That has not changed significantly. While there are now 12 hospitals using the gaming or incentive area instead of 5 (a 140% increase), 102 (89%) are not using these elements for any purpose on their Facebook sites. Most hospitals, however, apparently did not see any value in these tools for consumer engagement.

Hospital for Special Surgery has made great gains since 2011, partially because of effective incentives on its wall to lure fans to return. It posts trivia questions and has fans post answers on the wall. It also posts Fitness Friday tips with exercise routines that people can do at home. It even offered a “Train Like a Knick” fitness incentive.

Other hospitals, such as Stamford Hospital, are also using incentives to get more fans to “like” their site. If you click that “you like the hospital” on Stamford’s site, you are rewarded with exclusive offers. Boston Children’s Hospital created a robot-naming contest. It also has a program called “There’s a MAPP for That,” a virtual mobile app that helps navigate your experience at the hospital.

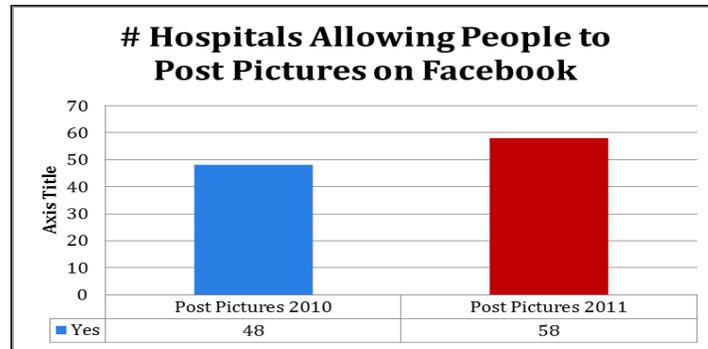


Engagement Opportunities: Photo Sharing

In 2010, only 48 hospitals allowed members to post photos on their Facebook page. In 2011, that number increased to 58 hospitals, just over half the total surveyed.

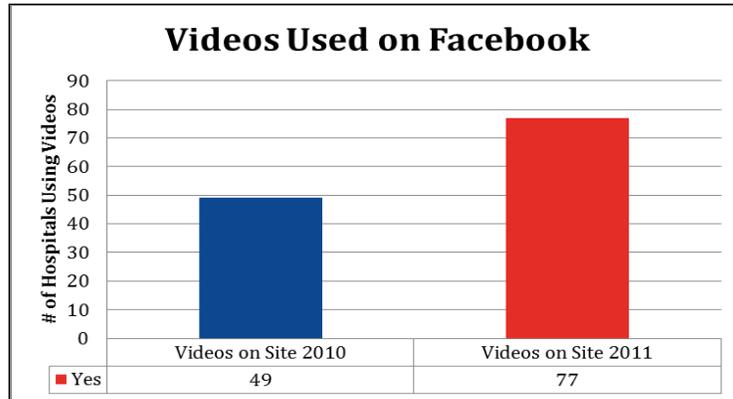
Some hospitals allowed members to post photos of diseases and questions about their condition, which the hospitals responded to. These hospitals then pointed those members to other health information or provided a number to call for assistance.

In the case of children’s hospitals, several members posted photos of their ‘well’ children, with notes of thanks to hospital staff for helping to make their children better. They also posted several pictures of children who were very sick but celebrating birthdays. Many people used this forum to thank hospitals or the NICU for saving their child’s life.



Engagement Opportunities: Video Sharing

Videos, on the other hand, became a major initiative of hospitals.



YouTube

There was no easily recognizable association between the number of videos on YouTube and the popularity of a hospital or # of “likes” on Facebook. In the following chart, the top ten hospitals ranked by the number of videos they have posted on YouTube were then listed to see what their Facebook “likes” were. As you can see there is little connection between the video and the Facebook.

Indeed, of the top one hundred (100) of the surveyed hospitals had at least 135 videos. Yet there were still hospitals, such as the highly regarded Robert Wood Johnson, which has neither a major Facebook nor a video presence on YouTube. And there are also hospitals like Parkland with over 4,000 “likes” on Facebook that had only 35 videos.

- YouTube videos playing a broad array of roles in communicating to consumers.

- YouTube is a strong way to increase search optimization for their websites.
- Growing up digital is also very visual. Video is often an easier mode for understanding information.

Nos. of YouTube Videos in Ranked Order	State	Hospital	# Likes on Facebook 2011
8880	FL	All Children's Hospital	30494
7120	TX	Children's Medical Center	12391
5020	TX	MD Anderson Cancer Center	26562
3670	CA	California Hospital Medical Center	106
3130	PA	University of Pittsburgh Medical Center	4546
2760	TN	St. Jude's Children's Research Hospital	722,976
2740	NY	Hospital for Special Surgery	9786
2600	OR	Oregon Health & Science University	3154
2510	RI	Rhode Island Hospital	1758
2480	MA	Boston Children's Hospital	705,965

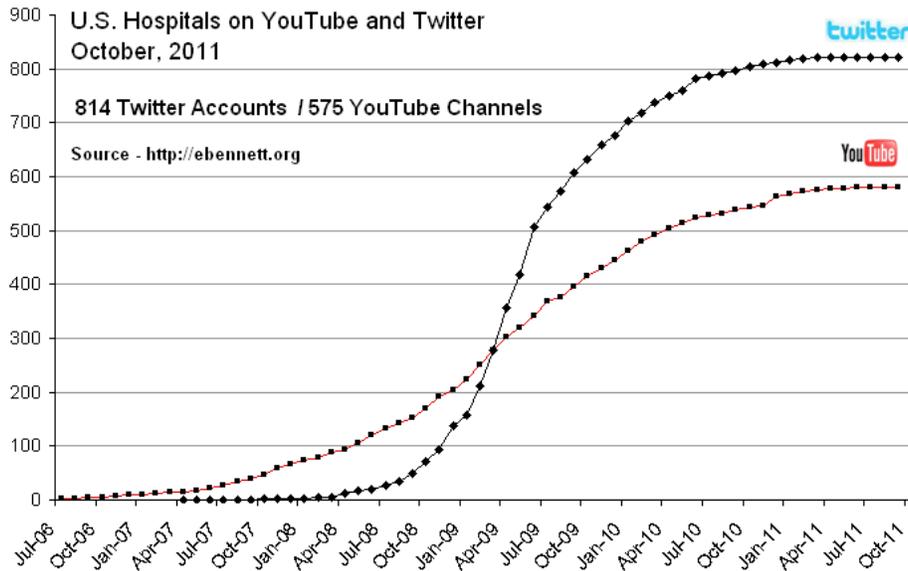
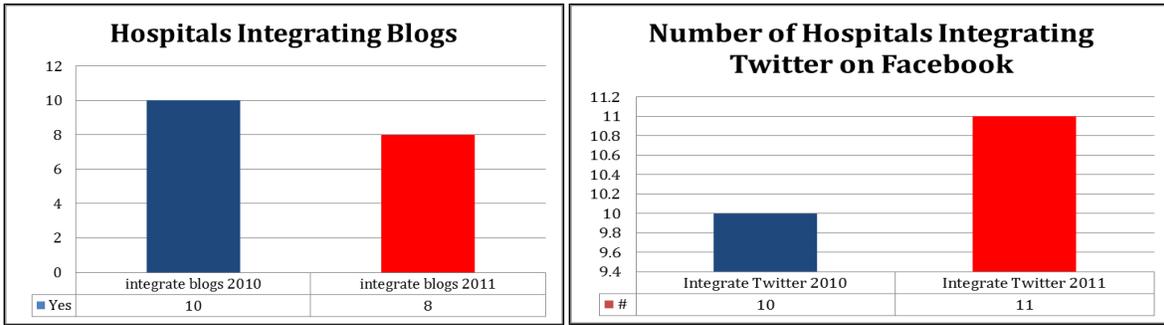
Blogs and Twitter

Despite the power of Twitter (particularly among young men) and the value of blogs to discuss topics of interest to different market segments (from breast cancer survivors to new moms), neither blogs nor Twitter were being used by most of the hospitals surveyed.

In fact, the number of hospitals with blogs integrated into their Facebook sites had decreased. Yet we know from other research⁶ that Twitter is growing among hospitals in general as the chart from Ed Bennett's research shows on the following page. The number of Twitter accounts is still very small relative to the total number of hospitals, but is growing.

One hospital in the survey, Seattle Children's Hospital, and their physician, Dr. Wendy Sue Swanson, are using blogs and Twitter very effectively. Her blog (<http://seattlemomadocblog.seattlechildrenshospital.org>) has over 10,000 blog readers and over 9,000 Twitter followers.

⁶ Ed Bennett: <http://ebennett.org/hsnl/data/>



Children's Hospitals

Children's Hospitals are surging ahead of most other hospitals and medical centers in their attention to and usage of social media in all of its formats. Of the top 20 Hospitals ranked by # of "likes," more than half, (13 or 65%) are children's hospitals. We highlight those in the following chart.

	# Likes 2011	Hospital/Medical Center
1	722,976	St. Jude's Children's Research Hospital
2	705,965	Boston Children's Hospital
3	75,049	Cleveland Clinic Hospital
4	34,568	Children's Hospital of Philadelphia
5	30,494	All Children's Hospital

6	28,812	Seattle Children's Hospital
7	26,562	MD Anderson Cancer Center
8	18,421	Children's Healthcare of Atlanta
9	13,907	Winnie Palmer Hospital for Women & Babies
10	12,453	Phoenix Children's Hospital
11	12,391	Children's Medical Center
12	11,527	Miami Children's Hospital
13	11,374	Children's Memorial Hospital
14	10,405	Memorial Sloan-Kettering Cancer Center
15	9,786	Hospital for Special Surgery
16	8,265	Riley Hospital for Children
17	6,811	C.S. Mott Hospital
18	6,566	North Shore University Health System
19	6,132	Ohio State University Medical Center
20	5,791	Children's Hospitals and Clinics of Minnesota

Children's hospitals really understand that their "customers" are moms, dads and kids who have grown up "digital." Facebook is how they share experiences, communicate, and belong.

How are they using social media? Let's just look at Facebook. The activity, number of "likes" and conversations on their Facebook sites are significantly different from those on general hospital Facebook sites.

- Children's hospitals offer a Facebook, Twitter and Blog environment in which parents and children are encouraged to participate.
- Their sites are engaging for anyone if they have any interest in a particular child's health or in children's health in general.
- The children's hospitals use visuals in many ways with great impact. Their Facebook sites are full of the images of children, families and friends all engaged in the healing process, or in staying healthy.
- Fund raising activities, from naming a Robot to walking for a disease, are important themes shared on these sites. Fund raising is not that different from friend raising and they overlap very effectively on these sites.

Overall, engagement on children's hospital Facebook sites is multi-faceted encompassing:

- Events at the institution that fans can and should participate in.

- Discussions/Conversations taking place among interested participants.
- People helping people, celebrating, or sharing concerns or pain.
- Videos being used to educate, inform or “sell” services that are both synchronous and asynchronous.
- Webinars and chats.
- Theme of the month discussed in many forms using video and imagery.
- News about new doctors or nurses, or programs to form relationships.
- Celebrating change, what’s new and better
- News relevant to raising your child. Often on blogs or twitter as well as Facebook.
- Commentary on things that were on mass media.

Non-Children’s Hospital Leaders in Facebook Social Media

The following chart shows the 20 top non-children’s hospitals by # of “likes.” It also shows the change between 2011 and 2010. While there are some hospitals that have built very large numbers of “likes” and are reaching the 5000-10,000 mark, others are just starting to create a fan club.

	# Likes 2011	# Likes 2010	# Change	% Change	Hospital/Medical Center
1	75,049	18728	56,321	301%	Cleveland Clinic Hospital
2	26,562	18614	7,948	43%	MD Anderson
3	10,405	4483	5,922	132%	Memorial Sloan-Kettering Cancer Center
4	9,786	0	9,786	100%	Hospital for Special Surgery
5	6,811	3132	3,679	117%	C.S. Mott Hospital
6	6,566	1173	5,393	460%	North Shore University Health System
7	6,132	3102	3,030	98%	Ohio State University Medical Center
8	5,653	1807	3,846	213%	Duke University Hospital
9	5,109	2411	2,698	112%	University of Michigan Health System
10	4,546	2244	2,302	103%	University of Pittsburgh Medical Center
11	4,157	4092	65	2%	Parkland Health & Hospital System
12	4,004	263	3,741	1422%	Robert Wood Johnson University Hospital at Rahway
13	3,884	2342	1,542	66%	Detroit Medical Center
14	3,860	975	2,885	296%	UCSF Medical Center

15	3,656	1649	2,007	122%	Aurora Health Care
16	3,559	377	3,182	844%	Cedars-Sinai Medical Center
17	3,445	1763	1,682	95%	Hackensack University Medical Center
18	3,305	1308	1,997	153%	University of Pennsylvania Health System
19	3,164	718	2,446	341%	Northwestern Memorial Hospital
20	3,154	421	2,733	649%	Oregon Health & Science University

What are they doing? Lots of different social media initiatives. Reviewing these Facebook pages shows the diversity of strategies in the content marketing. Those top Facebook hospitals use both common content marketing tools alongside a wide range of unusual content marketing options. Some of these generate a lot of “likes” and interaction. Others have minimal impact. They learn a lot each time they add something.

- Hospital for Special Surgery, for example, had a series on the US Open and a number of postings around tennis issues, elbows, knees and tennis wrist injuries. Some had lots of “likes” while others had very few.
- Cleveland Clinic offered a mix of information. Some was about life-style and wellness ideas from diet to walking. Alongside were postings about clinical information that highlighted their unique procedures and clinical excellence. The number of “likes” for some of these topics was very high.
- University of Michigan had a mix of themes but also had strong advertising boldly present on the site. They also had tie-ins with their children’s hospital and football links to their team’s games and success.
- Duke University Hospital was using a lot of videos to tell their story.
- Northwestern Memorial Hospital had a lot of photographs by and about people and events that give it a personality.

It is interesting to see how each of the Facebook sites has its own personality, offering people very different experiences, and by the “likes” showing the institution what people respond to and what they ignore.

Who is “Not” doing Facebook?

We do not list those hospitals that have not discovered the value of Facebook. Neither do we list the hospitals that are slowly working their way into social media building. These hospitals raised a number of questions for us as we reviewed the social media activities of hospitals that we are surveying. Why were they not engaging on Facebook? Some of the reasons we heard were:

- They are resistant to having communities talking about them online
- They have HIPAA concerns about patient privacy
- There was a good deal of concern about staff use of social media
- They did not have the staffing needed to sustain the community building and content marketing

Social Media and the Role of Hospitals

Social media overall, and Facebook in particular are media designed for telling stories. The stories reflect the personality of the institution and help people experience an institution even when they do not need their immediate care. Ignoring these as opportunities to share stories and engage communities is unfortunate. More importantly, the social media experience is extending well beyond Facebook. The entire communication process and community building initiatives are in the process of change once again as Twitter grows in use and comfort and YouTube videos become an alternative to television programs.

Transforming the public's health is one of the core missions of healthcare organizations. Their role is expanding beyond the care provided when people are sick or injured. Hospitals are critical to helping people get healthy and stay that way. Social media is providing entirely new ways for hospitals to communicate with and engage adults and children around health and wellness.

So why aren't more institutions using Facebook today to connect with their local communities As we begin our third annual survey this fall we will be looking for how the leaders take social media to the next level.

About the Author



Andrea J. Simon PhD is a corporate anthropologist who founded Simon Associates Management Consultants (SAMC) to apply the approaches of anthropology to organizations and companies that found themselves in need of change. Growth had stalled or times were changing.

Tapping more than 20 years of experience as a senior executive with financial services and healthcare institutions, as well as her academic research as an anthropologist studying change, Dr. Simon developed a ChangeMap™ process to enable companies to discover new ways to “see, feel and think” about their business, their customers and about opportunities to capture changing markets. She systematically integrates observational research into her work to allow clients to go “visually exploring.”

Dr. Simon has been a tenured professor at Ramapo College in New Jersey teaching Anthropology and American Studies, and a visiting professor at Washington University in St. Louis teaching Entrepreneurship. Speaking widely on change and how to capture new market space, Dr. Simon has conducted over 140 workshops and seminars with CEOs and key management of mid-size businesses from all industries. In addition, Dr. Simon is a certified facilitator in InnovationGames®.

Dr. Simon’s work has received numerous awards and recognition in a number of areas, including Addy awards for healthcare advertising, and Astor awards for healthcare marketing.

Simon Associates Management Consultants

Simon Associates Management Consultants is a woman-owned consulting firm specializing in change. Our team is comprised of experts in fields related to change, from those who build new businesses to those who are specialists in innovation and culture change processes.

Please review our website: www.simonassociates.net, and read our blog: <http://simonassociates.net/news-and-tools/and-blog/> or join our blogzine: www.business-change-management.com.

We can be reached at info@simonassociates.net.

Chart of 140 Surveyed Hospitals and Medical Centers/Systems	State
A.I. duPont Hospital for Children	DE
Alaska Native Medical Center	AK
Alaska Regional Hospital	AK
All Children's Hospital	FL
Aurora Health Care	WI
Avera McKennan Hospital and University Health Center	SD
Bartlett Regional Hospital	AK
Barrett Hospital & Healthcare	MT
Baton Rouge General Medical Center	LA
Baylor Health Care System	TX
Baystate Health	MA
Bedford Memorial Hospital	VA
Boston Medical Center	MA
Boulder Community Hospital	CO
C.S. Mott Hospital	MI
California Hospital Medical Center	CA
Cape Cod Hospital	MA
Cedars-Sinai Medical Center	CA
Central Montana Medical Center	MT
Children's Healthcare of Atlanta	GA
Boston Children's Hospital	MA
Children's Hospital of Philadelphia	PA
Children's Hospitals and Clinics of Minnesota	MN
Children's Medical Center	TX
Children's Memorial Hospital	IL
Cleveland Clinic Hospital	OH
Connecticut Children's Medical Center	CT
Dana-Farber Cancer Institute	MA
Danbury Hospital	CT
Denver Health Medical Center	CO
Detroit Medical Center	MI
Duke University Hospital	NC
Emory University Hospital	GA
Fairview Regional Medical Center	OK
Frederick Memorial Hospital	MD
Fresno Heart & Surgical Hospital	CA
George Washington University Hospital	DC
Georgetown University Hospital	DC

Greenwich Hospital	CT
H. Lee Moffitt Cancer Center & Research Institute	FL
Hackensack University Medical Center	NJ
Hartford Hospital	CT
Henry Ford Health System	MI
Holy Cross Hospital	NM
Hospital for Special Surgery	NY
Houston Northwest Medical Center	TX
Hughston Hospital	GA
Hurley Medical Center	MI
Innovis Health	ND
Intermountain Medical Center	UT
Iowa Health - Des Moines	IA
Jefferson University Hospital	PA
Johns Hopkins Bayview Medical Center	MD
Jupiter Medical Center	FL
Kalispell Regional Medical Center	MT
Lahey Clinic	MA
Lenox Hill Hospital	NY
Memorial Hospital of Rhode Island	RI
Louisiana Medical Center & Heart Hospital	LA
Loyola University Hospital	IL
MD Anderson Cancer Center	TX
Memorial Sloan-Kettering Cancer Center	NY
Memorial University Medical Center	GA
Menorah Medical Center	KS
Methodist Health System	TX
Miami Children's Hospital	FL
Morristown Memorial Hospital	NJ
Newport Hospital	RI
North Shore University Health System	IL
North Star Hospital	AK
Northbay Healthcare	CA
Northeast Georgia Health System	GA
Northern Nevada Medical Center	NV

Northwestern Memorial Hospital	IL
Norwalk Hospital	CT
NYU Medical Center	NY
Ohio State University Medical Center	OH
Oklahoma State University Medical Center	OK
Oregon Health & Science University	OR
Oregon Heart & Vascular Institute	OR
Our Lady of the Lake Regional Medical Center	LA
Parkland Health & Hospital System	TX
Phoenix Children's Hospital	AZ
Pratt Regional Medical Center	KS
Presbyterian/St. Luke's Medical Center Denver	CO
Providence Hospital	SC
Reading Hospital and Medical Center	PA
Rhode Island Hospital	RI
Riley Hospital for Children	IN
Robert Wood Johnson University Hospital at Rahway	NJ
Ruby Memorial Hospital	WV
St. Barnabas Medical Center	NJ
St. Joseph Mercy Health System	MI
Samaritan Health Services	OR
Sarasota Memorial Hospital	FL
Seattle Children's Hospital	WA
Shands at the University of Florida	FL
Southern Hills Hospital	NV
St. Joseph Health System	KY
St. Joseph's Hospital	GA
St. Jude's Children's Research Hospital	TN
St. Luke's Health System	ID
St. Vincent's Medical Center	CT
Stamford Hospital	CT
Staten Island University Hospital	NY
Tampa General Hospital	FL
Temple University Hospital	PA
The Children's Hospital	CO
The Nebraska Medical Center	NE

The Queen's Medical Center	HI
The Regional Medical Center	SC
Tucson Medical Center	AZ
UC San Diego Health System	CA
UCLA Health System	CA
UCSF Medical Center	CA
UNC Health Care System	NC
University Hospital (now known as Interim LSU Public Hospital)	LA
University of Arkansas for Medical Sciences	AR
University of Chicago Medical Center	IL
University of Colorado Hospital	CO
University of Iowa Hospitals and Clinics	IA
University of Kansas Hospital	KS
University of Kentucky Albert B. Chandler Hospital	KY
University of Miami Hospital	FL
University of Michigan Health System	MI
University of Minnesota Medical Center, Fairview	MN
University of New Mexico (UNM) Hospital	NM
University of Pennsylvania Health System	PA
University of Pittsburgh Medical Center	PA
University of Tennessee Medical Center	TN
University of Wisconsin Hospitals and Clinics	WI
Upstate Carolina Medical Center	SC
Utah State Hospital	UT
University of Washington Medical Center	WA
VA Salt Lake City Health Care System	UT
Virginia Hospital Center	VA
Williamsburg Regional Hospital	SC
Winnie Palmer Hospital for Women & Babies	FL
Women & Children's Hospital of Buffalo	NY

