

GLOSSARY OF TERMS

Question Number	Question	Allowable Value	Glossary / Instructions
About You the Respondent			
Q05	Type of Participation		Type of Participation (If unsure, select contributor.) Contributor (submit data for free, receive summarized results) OR Subscriber (full access to dashboard and results - fee required)
Q06	Agreement to receive communications		Agree (This helps us stay in touch with you regarding the By the Numbers benchmarking program and your access to reports.) Disagree
Initial Set Up			
Q08	Geographic Size of Health System		Geographically Narrow system (select this if you are reporting for a standalone hospital or your system is primarily within one county) Regional Health System (facilities spread across multiple DMA within 1 census region) National health system (facilities spread across more than 1 Census region)
Q09	Which of the following describe your organization? Please select all that apply	Academic Medical Center	An academic medical center consists of three related enterprises: a medical school that trains physicians; research activities involving laboratory science, clinical investigation, or both; and a system for delivering health care services that may include one or more hospitals, satellite clinics, and a physician office practice. These three functions may be organized in many ways. In many—perhaps most—cases, a single organization owns and operates all three. But there are numerous exceptions.
Q10	Which of the following describe your organization? Please select all that apply.	Urban Hospital	Urban hospitals are those hospitals located within a metropolitan area as defined by the U.S. Office and Management and Budget and the U.S. Census Bureau.
		Suburban Hospital	Suburban hospitals are those hospitals located in a community near a metropolitan area as defined by the U.S. Office and Management and Budget and the U.S. Census Bureau.

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		Rural Hospital	Rural hospitals are those hospitals not located within a metropolitan area as defined by the U.S. Office of Management and Budget and the U.S. Census Bureau.
Q12	How many hospitals will you be reporting on in this Marcom budget survey?		Hospitals (Enter a whole number of hospitals for which you'll be reporting on the marcom budget it is entirety. Do not list non-hospital components such as physician offices.)
MarCom Budget			
Q14	What was your total MarCom budget (most recent finalized budget)?	Salaries, Wages and Benefits Contracted Services	Please provide a whole number (e.g. \$1,000,000 rather than 1MM). This is the most current or most recent fiscal year for which you have a finalized budget. Your most recent finalized budget may be for this year or next year (not yet fully spent). We are not seeking actual numbers for completed years, rather most current budgeted dollars that have been finalized or approved.
Budget Allocations			
Q16	Please indicate the whole dollar amounts allocated to each of the expense categories below	The total amount allocated must add to your budget in fiscal year MarCom budget indicated previously ([question("value"), id="58"]). Please do your best to include salaries, benefits and wages as well as money spent on contracted services within each category. If you do not have a particular category budgeted, please type "0" in the blank.	
		Advertising	Includes your media and production expenses for advertising.
		Media Production	Media production graphic design, video production, medical conference exhibits, medical illustrations, photography, printing, and production of other materials.
		Brand Strategy & Reputation	Brand Strategy and Development and Reputation Management.
		Business Management/Administration	Finance, human resources and project management resources embedded with marketing and communications.

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	Community Outreach Events	Screenings and disease prevention activities coordinated with community resources including health a wellness activities and health talks.
	Digital Media Management (INCLUDES Search Engine Marketing)	Dollars spent on buying key words and the labor to manage these programs. Includes the website tools and content creation as well as paid search engine optimization efforts, but excluding pay per click (see PPC below) - also excludes advertising expenses previously reported.
	Employee Communications/Internal Communications/Intranet Content	Resources for internal communications for your organization including intranet channel(s) and content as well as coordination of communication to employees from other administrative areas (e.g., Human Resources, medical staff office, executive leadership, etc.).
	External Communications	Public Relations, Patient Education, and Patient Experience
	Managed Care Contracting-Payers & Employers	
	Marketing Account Services/Service Line/Program Development	Marketing professionals who work with clinical leadership within departments, programs and facilities to develop a marketing plan and a set of tactics to help support the business objectives of those entities.
	Marketing Analytics	Analytics, CRM, Marketing Automation, Data Science and Analytics, and Market Research.
	Regional Marketing & Communications Resources	These are Marketing and/or Communications resources which are designated to support specific facilities or regions of the enterprise. This question is intended for larger systems with multiple organizations. Disregard if your are only reporting on 1 hospital, even if your organization includes the name.
	Strategy/Business Development	Activities which provide enterprise strategy and coordinate mergers and other affiliations including market and competitive assessment.
	Volunteer Services/Auxiliary/Information Desk	Coordination of a volunteer staff including those from groups such as retirees, students, family members of employees, and others.

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Budgetary Subcategories			
Q17	You indicated an Advertising budget of _____. What percent of your Advertising budget is allocated to the following categories?	Advertising Media	Traditional and digital advertising spend including advertising media for television, radio, print, outdoor and some traditional and most digital channels.
		Advertising Production	Advertising production for television, radio, print, outdoor and some traditional and most digital channels. The complement to advertising media, these are the dollars spent on producing digital and traditional advertising. Do not include search engine marketing or pay per click in this category (see Digital Media Management, and PPC below).
Q18	You indicated an Media Production budget of _____. What percent of your Media Production budget is allocated to each of these budget items?	Medical Illustration	A resource for providing illustrative images of surgical procedures or anatomic structures for medical or patient education.
		Photography	A resource for capturing photographic images of employees, patients, buildings, events, surgeries and other activities.
		Production of Collateral Materials, Non-Digital Content, Publications, News	Content creation for consumer, physician, employer and/or payor marketing communications materials...both print and digital. Includes cost of writers and editors.
Q19	You indicated a Digital Media Management budget of _____. What percent of your Digital Media Management budget is allocated to each of these budget items?	Pay Per Click	The expenses and staff time associated with the display of ads (whether text only or including graphics) through digital channels.
		Social Media Management	Social media resources including those designated to support Twitter, Facebook, LinkedIn, Snapchat and other social channels. This includes labor and dollars spent to boost social media.
		Web Site Development	Platform creation and site development resources including android and IOS application development.

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Q20	You indicated an External Communications budget of _____. What percent of your External Communications budget is allocated to each of these budget items?	Public Relations/Media Relations	Please include any efforts to achieve earned media and any external form of corporate communications.
		Patient Experience/Customer Service	Patient satisfaction measurement, service recovery and ombudsman.
		Patient Education/Consumer Health Information	Creation of content and distribution of patient education or consumer health information materials.
Q21	You indicated a Marketing Analytics budget of _____. What percent of your Marketing Analytics budget is allocated to these budget items?	Analytics	Including analytics for the purpose of measuring ROI customer relationship management, marketing automation and campaign modeling and projections.
		CRM, Marketing Automation and/or Data Science/Analytics	Including analytics for the purpose of measuring ROI customer relationship management, marketing automation and campaign modeling and projections.
		Market Research	Primary and secondary research.
Q22	You indicated a Sponsorships budget of _____. What percent of your Sponsorships budget is allocated to each of these budget items?	Sports Sponsorships	Professional and college sports sponsorships only.
		Philanthropy/Development/Fundraising/Foundation	Support for publications, events and other activities related to fundraising activities for the organization and trustee relationship management.
		Other Community Sponsorships	Includes other sponsorships but not screenings and educational efforts (see Community Outreach). Includes youth clubs and community sports activities.
Q23	You indicated a Strategy and Reputation budget of _____. What percent of your Strategy and Reputation budget is allocated to each of these items?	Brand Strategy & Development	Management of strategy related to the positioning of organization brand.
		Reputation Management	Any efforts that are aimed at influencing stakeholder perceptions of an institution.

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MarCom Staffing Budget			
Q24	Of your Advertising expenses, how much was dedicated to national advertising versus regional or local advertising?		Allocate the value of your advertising budget below using whole dollars. Do not include Search Engine Marketing or Pay Per Click expenses. Your numbers should total your advertising budget above.
Q38	Which of the following best describes the MarCom function in your organization?	Independent	Operates with little interrelationship across facilities/ sites/ campuses...
		Coordinated	Communication, relationships and trust exist through voluntary collaboration...
		Standardized	Common high level vision as well as agreement and adherence to non-negotiables...
		Integrate	Deep trust, single vision, shared accountability for success, shared resources...
		Unified	Single centralized operating unit with control of priorities where facility/site/campus generates input and implementation only
Outsourcing			
Q43	Has your organization outsourced, or hired an outside agency or consulting group, to assist with any of the services listed below? Please select all that apply.	Call center (outsourced)	Coordination of call center activities for the clinical appointments and/or fulfillment of requests for marketing or patient education materials. Not limited to call centers that are enterprise-wide.
System Information			
Q45	Net Patient Revenue		Annual total revenue generated from patient services, including Medicare, Medicaid, Commercial Insurance, and Private Pay. NPR does not include contractual adjustments, charitable donations, foundation earnings, or bad debt. (Total patient revenues minus patient discounts). SOURCES: Fiscal reports, Management or Board Reports, Finance Reports, Dashboards or annual data submitted

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			to American Hospital Association (AHA). Used the most recent year.
Q46	Adjusted Discharges		Annual adjusted discharges recognizes outpatient utilization. This is accomplished by dividing gross revenue by gross inpatient revenue, which will usually result in a factor greater than 1.0, unless there was no outpatient revenue. You adjust the discharges by multiplying this factor by the number of discharges. The formula is the following: [Gross Patient Revenue Total/Gross Inpatient Revenue] X Total Discharges. SOURCE: Fiscal reports, board reports, Finance Department or Dashboards. This is not captured by the AHA. Used the most recent data.
Q47	Total Systemwide FTEs		Include all FTEs employed by the organization (s) on which you are reporting. You can combine part-time employees and use decimals, for example, 3 employees who each work 20 hours would equal 1.5 employees. Do not include contracted staff who are not on the payroll. *SOURCE: Check fiscal reports, board reports, or HR department or AHA data.
Q48	Number of Hospitals in Your System		In the event you are not reporting on the MarCom budget for all hospitals in your system, please tell us the total number of hospitals in your system, including the ones you are not reporting on.
Q49	Total Staffed Hospital Beds in Your System		Total of acute care beds in the system, including all hospitals in your system.