

Getting the Message Out: Communications Tune Up Webinar series

JUSTIN WILLS: We're going to try again. Thanks for bearing with our technical difficulties there. Sorry about that.

Welcome to the MAXIMUS Communications Tune-Up Webinar series.

I'm Justin Wills for MAXIMUS.

And again, thank you for attending today's webinar entitled, Getting the Message Out: Planning and Implementing Public Health Campaigns, which is the fifth in our series.

But first, some quick housekeeping.

If you have any questions, please type them directly into the questions box in the toolbar at the side of your screen as some of you have already demonstrated. And we'll answer them at the end of the presentation.

We'll also be sending out a link to the slides and the recording of today's presentation to all attendees after the webinar.

Our presenters today from the MAXIMUS Center for Health Literacy are Stacie Hogan and Heather Manning. They specialize in helping government agencies and public service organizations communicate effectively with their audiences.

Stacie is a communication expert who specializes in public health. And for the last 15 years has consulted with Health and Human Services organizations across the country to develop communication initiatives for programs ranging from WIC to Medicaid to heart disease to children's mental health.

Her focus is on strategy, writing, and developing creative materials.

Heather has almost a decade of experience in health communication and marketing. She works with a range of Health and Human Service clients through every stage of communication process with a particular focus on audience analysis, messaging, and planning the communication mix.

And now, I'll turn it over to Heather and Stacie.

HEATHER MANNING: Thank you, Justin, and hello, everyone. This is Heather Manning.

Thank you for joining and welcome to Getting the Message Out: Planning and Implementing Public Health Campaigns.

STACIE HOGAN: And hi, this is Stacie Hogan.

Today, what we're going to be talking about, what campaigns are and how they may be relevant to your work. A six step approach to developing a campaign, and how we apply this approach to a campaign we're currently working on.

We understand that everyone may have a different level of experience with campaign.

Whether you never plan to do a campaign or you do them all the time, we hope that you come away from today's presentation with new perspectives, new appreciations, and new tips and tools related to campaign work.

We develop campaigns in Health and Human Services, particularly in public health, as you will see from many of our examples.

But, this approach ties other areas of government services and beyond, from public health to Medicare to child support to education.

But, first, an introduction, just so we're all on the same page.

So, what is a campaign anyway?

Simply put, a campaign promotes information or services. A piece of information that you want someone to understand and act upon, like maybe they should cover when they cough. Or a service that we are offering people, like a flu shot clinic.

A campaign can be big or it can be small. For example, you may be launching a national website for HIV awareness, like aids.gov or you may be promoting new testing services at a local community organization.

You probably know of many big national campaigns. How about the Five A Day campaign, now called More Matters; Click or Ticket; the Tobacco and the Anti-Tobacco Truth campaign; and all the marketing for the health insurance exchange?

So, why would you do a campaign?

The bottom line is that you are trying to get your message out and help people do something. We call this behavior change, like eating more fruits and vegetables, buckling up, quitting smoking, or getting health coverage.

Of course, the other bottom line is that campaigns help you meet program goals. Even the greatest programs can fall short if services aren't known or used or the messages aren't received, understood, and acted upon.

Depending on the program, your goals could be impacting health behaviors, increasing enrollment, or improving compliance.

So, now that we've laid the ground work, Heather is going to give you an overview of our approach to campaigning.

HEATHER MANNING: Now, as Stacie mentioned, campaigns come in all shapes and sizes on many different topics.

The one thing to recognize as we get started is that we, and most of you, work in the government space. So, I'm going to guess that buying a Super Bowl ad isn't something you're looking to do.

With campaigns, the sky can be the limit and that's really exciting, but we also understand the realities of many programs.

The steps and the examples that we're going to talk through today we think works for most government programs regardless of your area, experience, or budget.

And you can use just a piece of this information in your work or follow each step to create a comprehensive approach.

So, let's take a look at those six steps to building an effective campaign.

These steps include: step one, understanding the program; step two, creating a strategy; step three, developing communications; step four, testing, testing, and more testing; step five, implementing your plan; and step six, evaluating your success.

Now, Stacie will begin with understanding the problem.

STACIE HOGAN: Well, what is a problem?

A problem is an issue that you are trying to address. We use the word problem in our approach because it helps focus our thinking. However, it doesn't necessarily have to be a negative issue.

Why do we need to understand the problem? Fully understanding the problem is the path to effective tailored solutions.

Let me take you through it.

There are two main parts to the problem: the audience and the behavior. The audience is who you want to help change and the behavior is what you want to help change.

The problem lies at the intersection of those two. Which specific audience is doing that specific behavior?

Keep in mind that the problem may already be defined, at least in the general way, by your program funding. But, you need to hone in and be as specific as possible when developing a campaign.

Reducing heart disease becomes reducing high blood pressure; becomes reducing high blood pressure in women over 65. You'll notice that I didn't go into how we might address the high blood pressure issue. It's important that you fully understand the problem before you start thinking of potential solutions.

So, how do you go about doing that?

When you look at the problem, you really need to look 360. Need to figure out what is influencing people's behavior from all angles; home, community, policy, et cetera.

Look at all the personal and environmental factors from the audience's perspective.

Of course, this includes audience of culture and language.

Look for existing data. Is there any literature on the problem? Are there data sources you can use, like BRFSS, Census, Prism?

And finally, talk to your audience. This is one of the absolute best ways to understand the problem.

Other people's research, data, and models are good, but they're often not quite specific enough. By doing your own research using surveys, interviews, or focus groups, you can talk to your specific audience about the specific behavior that you are interested in.

What are the barriers and drivers behind the behavior? What stage of behavior change are they in? Are they thinking about it? Ready to do it?

One example that highlights the value of taking time to understand the problem is a campaign that we did around Hepatitis C.

Going into the project, our team assumed that we'll be focusing on educating IV drug users, a high risk group. However, our research uncovered that IV drug users knew a lot about Hep C from local treatment programs and all they really needed was an extra push to get tested.

We found, though, that providers had very inconsistent knowledge about Hep C and they actually became the focus of our education campaign.

As you can see, it's important to be flexible to what your research is telling you and adjust course if needed.

So, now that you have a good understanding of the problem, need to figure out what to do with all that information.

Heather will show you how to create your campaign strategy.

HEATHER MANNING: So, in step two, we build a solid foundation for our campaign, our campaign strategy.

You need to make a few key decisions at this stage that will drive your choices for the rest of the campaign, starting with what group of people you want to focus on and why they should pay attention to your information.

Deciding what group of people to focus on, also known as your campaign's target audience, and understanding them is essential for creating a tailored campaign.

Using your research from step one, you could choose to target your audience on a variety of factors.

Maybe you want to look at geographic location, a specific demographic, or even a particular barrier or motivator for their behavior.

Or maybe you want to figure out who you will have the most impact with or who is the easiest to reach. Or maybe you want to focus on the audience that makes up the majority of your population.

So, of course, you may want to or be required to reach all of the people your program serves. But, within that population, there are likely multiple target audiences. So, the more that you can understand those audiences and create a tailored approach when possible, the better chance you have of reaching your population as a whole.

Next, you need to figure out why should these people pay attention.

Again, you want to go back to your research to figure out how to position your information so it has value for your audience. We call this a positioning statement and it clarifies the way you're communicating information to your audience, your partners, and sometimes even yourself as you make decisions throughout the campaign.

For example, if your research showed an insurance enrollment gap in young adults and in talking to them, you found their driving force was going after their passions, your positioning statement might be something, like, our campaign aimed at 18 to 30 year olds in Smith County offers health insurance to ensure people are able to go after their dreams unlike the risk of staying uninsured.

So, once you know who you want to target, why they should pay attention, you need to figure out the goals of that communication. And of course, how you're going to accomplish them.

You want to set specific immeasurable goals for your campaign. Given our audience here today, I'm sure you all know how to do that. So, I'm not going to spend time here. But, for example, going back to our positioning statement, your objective might be by 2015, health insurance enrollment in 18 to 30 year olds would increase by 5 percent as measured by your program.

An example of developing a strategy is a campaign we did for a chip program that was looking to raise enrollment rates.

Using data, we identified multiple different groups within their eligible population. And using this information, we were able to recommend a target audience to focus additional outreach efforts on, which in this case, was grandparents caring for their grandchildren and weren't part of the traditional outreach effort direct towards parents. And therefore, did not have high awareness of the program.

We then could create our positioning focused on enrollment as another step in their long tradition of protecting their family.

Okay. So, let's go back to our campaign strategy for a minute.

You have your audience, your positioning, and goals in mind. Now, you're ready to build your solution.

We'll get to the nitty gritty strategies in a minute. But, before you go off and run brochures, you need to plan an overarching solution.

Just like you looked at the 360 of the problem, you need to look at the 360 of the solution.

There are several things you want to consider.

First, the impact. What is the reach and impact of your campaign with your target audience?

Is it feasible? Is it realistic for your budget, staff, policy, or maybe your audience's information preferences?

Can you measure it? And is it something that you can or can't afford to track?

And finally, is it sustainable? Do these strategies have a life beyond your campaign?

Now, to build out this solution, there are many tools to work with and you want to make sure you have the right mix for the job.

So, to do this, let's look at a basic marketing principle.

As you may know, when marketing principles are applied to social services or causes, it's sometimes called social marketing, not to be confused, of course, with social media.

This principle, called the 4 P's, helps people consider the mix of strategies that they will use for their campaign.

These include looking at the product. What are you offering? Maybe that's exercise.

The price. Beyond the dollars and cents. Maybe that's time away from your family to take time to exercise.

The place. When? Where? How is it available? Is there a gym in your neighborhood?

The promotion. How are you getting the word out? Are there flyers in your community center?

And in our world of Health and Human Services, we actually look at two more P's. We add two P's to the classic four because of how influential policy is and how important partnerships are in our work.

Now, you notice that promotion is just one of the 6 P's.

When people think of campaigns, they often only think of promotion; the ads or the things they see. But, the other P's are just as important to your solution.

An example of this was a campaign that we did for Title 10 family planning services.

Our client was concerned because the number of women accessing these services, that would be the product, was low and asked us to do a media campaign to better raise awareness about the services, the promotion.

After extensive research with a target audience and clinic staff, it became clear that the main problem was not an awareness issue, it was not a promotion issue, but rather an education and logistics issue at the place.

Clinic staff were not fully aware of which services were included in Title 10 and how to fill out complicated federal forms for tracking purposes.

So, the place issues around the product itself were just as important as the promotion of the services.

Armed with your 6 P's, you will be ready to move forward.

So, now Stacie's going to outline the key components of campaign development.

STACIE HOGAN: Step three is developing communication. This is where you develop "the sayings" of your campaign.

First, don't reinvent the wheel. Do an environmental scan. Have other people done campaigns to address this issue? What worked and what didn't?

What are the best practice strategies from national organizations like the CDC?

Now, it's your turn.

When developing your campaign, you need to start with core messages. These need to be simple and clear. They need to match your previous research and positioning statement. And they need to be kept consistent throughout your campaign.

You also need to identify a messenger. Who is delivering your message? Is it the person on your poster? Is it the state or some other official entity? This isn't necessarily the same as your distribution channels.

For example, you may have a message from the state that's being distributed through community organizations, but the state is still the messenger.

Then you need to develop a creative concept. This is where you take your core messages and translate it into something that's compelling and will grab people's attention.

For example, a core message instructing parents to keep their children safe from falls becomes a lot can happen in a split second supported by images showing children in common high risk situations, like trying to climb out of a crib.

When developing your creative concepts, remember that you are competing with thousands of other advertising messages. And not just that, you also continue with other life priorities that are constantly stealing your audience's attention.

Now, you need to decide how you're going to get your core messages and creative concepts out to your audience.

There are many different types of channels for you to consider. And there are advantages and disadvantages to each.

Consider what might be the best way to reach your target audience.

Paid and unpaid media, like radio, television, newspaper, magazine, outdoor advertising.

So, TV has a very wide reach. However, it's extremely expensive and cost prohibitive to most.

Radio is very targeted and a low cost option. However, radio and television are rapidly losing listeners due to online or satellite options.

Public relations can be done in conjunction with your PR department and could include things, like Op-eds or special events. This can be a more authentic way to get your message across, but it's also risky because there's no guarantee of coverage.

Events are a great way to generate buzz, but do require a lot of manpower to pull off.

Printed materials, like brochures, posters, et cetera, are the work horses of many campaigns. They are low cost and accessible to many. However, print isn't the preferred communication channel for all our answers. A more targeted print strategies, like, um, direct mail, have a high cost and low rate of return.

Promotional materials, like T-shirts, balloons, stickers are really fun and great for drawing people in at events. If you pick the right item, it'll stick around and give you the opportunity to have your message read over and over again.

But, in most cases, these have a limited shelf life. And depending on the number of items purchased, can be expensive.

Finally, social and digital media. It's advantageous for its low cost and for speed of putting information out and is the preferable communication channel for some audiences.

However, monitoring your social media and coming up with new fresh content can be a staffing challenge.

Once you've chosen your channel, now you have to develop your communication pieces. It's also time to stretch your creative muscles again.

You've developed illustrated hand washing calendars or low literacy workers in the food industry, bar coasters that said getting any? Get tested to promote STD testing.

A storytelling style video to help educate school children about healthy housing. And a website promoting outdoor family fun to get people more physically active.

Figure out what type of piece would engage your audience.

Here is a general development process for communication, which may be slightly different depending on the exact piece you're developing.

One of the most important points here is that you think through and price out all of these steps before you start.

First, content. Keep your content consistent with your core messages and avoid content creep.

Colleagues and partners may want to add more information into your campaign. While it may seem resource effective, it can also lead to information overload.

Then, writing. Now, you take that content and write it in line with the style and tone of your campaign. You will also need to start the elegant balance between creativity and simplicity so that your writing is both compelling and clear.

The next two steps are design and translation.

With a previous webinar on design and one coming up on translation, I won't go into too much detail here. However, ensuring that designers and translators are part of your chain in the planning stage is essential, especially considering that some creative concepts don't translate all that well. And some language translations take up much more design real estate.

Production is the land of details. For printed materials and promos, you need to figure out what type, what size, what process, what colors. There are a myriad of details to keep track of and document in your production plan.

For radio and TV, there are additional logistics, such as talent, lighting, timing permit [sp]. For websites, you'll need to work with your web developer to make the hierarchy, linking and coding all work.

Finally, distribution. Where is it going and how is it going to get there?

We certainly don't want to produce wonderful print and promo materials and then have no place to store them or resources to distribute them.

For digital and social media strategies, you'll need to consider any distribution restrictions, such as e-mail security shelters or blocked websites.

Your PR department and media buyer can help you with media distribution strategies for your campaign.

With each of these steps, remember to tailor, tailor, tailor. Tailor to the channel you are using.

For example, how much content you have will be different depending on if your piece is an e-mail blast or a brochure. And as always, keep your audience in mind, too.

For example, what types of cultural consideration do you need to take into account in the writing and translation?

We work through this process when we worked with the state WIC program to introduce new, healthier choices into their food package.

In addition to program and training material, we developed change is coming materials, focusing the content on issues that might be problematic for participants and writing to reframe these potential negatives into positives.

Materials will be designed to be in line with the program's new look and feel and materials were translated into Spanish.

Distributed to local WIC sites, posters were hung on site and postcards packaged in convenient tear-off pads were used by staff in counseling participants about upcoming changes.

Our mass media materials maintain the same look and feel, creative concepts and core message, but refrain the content to focus on eligibility information, capitalizing on all the positive change in work to recruit more participants.

We included outdoor advertising, newspaper and magazine ads, and transit ads, most in English and Spanish. And our campaign included wrapping two city busses in fruits and vegetables, as you can see.

In developing your campaign, it's important to test your messages and materials. And Heather will tell you all about that in step four.

HEATHER MANNING: So, theories in creativity can only get you so far. To make sure your campaign is going to work, you need to talk to your audience. And there is nothing more humbling than taking an idea you love and having it fall completely flat in testing.

One of the hardest things about testing is that you need to be flexible towards using the results to change direction as needed. And it can be difficult if you love an idea or particularly far along in its development.

So, you want to test with your target audience. And ideally, stakeholders as partners as well.

Getting any amount of feedback is better than no feedback at all.

It's also best to test the different stages of the campaign to make sure you're heading down the right path.

You might want to consider testing after a message development, creative concept, and then the draft materials.

Now, our colleagues gave a presentation on research methods in a previous webinar. So, I won't go into detail on how to test.

But, when we're doing campaigns, we typically look to assess on four criteria.

What we look for is first attraction. Does this attract the attention of your audience?

Next, clarity. Do people understand what you're trying to say?

Next, does it have emotional resonance? Does it resonate with people and stick in their minds.

And finally, does it inspire people to act on your information?

To be successful, you need a balance of all four.

For example, if a campaign is attractive but difficult to understand, you won't reach your audience.

On the other hand, if you're clear but your message doesn't resonate with people, it will be easy to forget and less likely to be acted on.

A great example of testing was testing we did to see if we could take a successful campaign concept and use it for another project across the country.

You'll remember one of our recommendations is not to reinvent the wheel if something worked elsewhere.

The campaign's main message was that immunization made children "good" as in good to go.

We tested this message, along with others, during our preliminary message testing. While this message had a very positive connotation in the original campaign, it was very poorly received among our target audience.

Many parents found the message to be judgmental and offensive, as in some parents were "good while others were bad." By testing and testing early, we avoided going down the wrong path with our campaign.

So, once you have tested and adjusted your strategy based on feedback, you are ready to launch your campaign.

Now, Stacie will take you through the implementation phase.

STACIE HOGAN: Step five is implementing your plan. This is where you get to kick off your campaign, the most exciting, and perhaps the most stressful part.

Because every campaign is different, it would really be impossible for us to say what exactly you're doing in this step.

However, in general, you are now following through with your strategies and implementing your clear plan.

Sometimes it's tempting to coast a little after the launch and all that flurry of activity.

But, this is really the time to stay on top of logistics, taking media calls, bringing materials to events, et cetera.

Coordinate with partners, make sure that everyone is on the same page with your consistent messages, and keep in touch so that you'll be able to identify any potential issue.

As we talked about in the beginning, partnership is really key to success. And to be perfectly honest, slacking off in this area is one of the quickest ways to sink a campaign.

Finally, monitor and track your campaign activity, resources, and staffing.

When a campaign hits the real world, the unexpected often happens, like websites going down, staffing changes, or funding cuts.

If you plan well and are monitoring, you will be able to make changes as needed.

And monitoring, tracking your activities is part of evaluating your campaign, which Heather will now talk about.

HEATHER MANNING: Now, we put evaluation at the end of our process, but it really belongs at the beginning.

As we mentioned, you need to plan when and how you're going to evaluate your campaign during the strategy phase. And good tracking and evaluation should already be underway during implementation.

So, why is this step so important?

You want to show first that what you did actually did something.

Second, and probably equally important, is figuring out what didn't work so that you can make improvements in strategies and resource allocations.

And it can also be a pathway, if not a requirement, to more funding.

Now, we're not evaluation experts, but there are several ways you could look at your campaign evaluation.

First, you could do a process evaluation. The number of materials that you distributed, your media coverage or impressions, or maybe hit secure website.

You could look at short-term outcomes for changes in knowledge, attitudes, and beliefs. They could be done through pre and post campaign surveys.

Then it gets a little trickier. You can look at intermediate outcomes, like behavior changes in longer term impacts like changes in prevalence.

That said, we know it's not easy. Some things have clear measures and others don't. And measuring that behavior change or even longer term impacts are the direct result of your campaign is truly the holy grail of campaign work.

And those are our six steps to building an effective campaign.

So, now that we've talked through them, let's take a look at a real life example of all of these steps coming together by looking at a childhood immunization campaign that we rolled out this spring.

STACIE HOGAN: When exploring the issue of declining childhood immunization rate, we found that parents of young children were delaying or skipping their children's vaccination.

By looking extensively at existing data and actually talking to parents and stakeholders, we were able to identify the problem as safety and necessity concerns about vaccinations.

HEATHER MANNING: In looking at parents with safety and necessity concerns, we chose vaccine hesitant parents as our target audience rather than those who were completely anti-vaccine.

Vaccine hesitant parents have concerns about vaccinations, but also believe in the overall benefit of childhood vaccination and their physician's recommendations.

Knowing that this audience was on the fence, our campaign positioned the benefits of vaccination to outweigh the concerns, emphasizing the enormous protection vaccines offer and the importance of getting vaccinated on time according to the recommended schedule.

In completing our overall strategy, our 360 degree solution used a top-down media approach to raise awareness and a bottom-up approach to educate parents and sustain the campaign.

STACIE HOGAN: With our audience position and high level solution in place, we developed core messages and a creative concept that focused on protection and timing.

Months matter. Giving certain vaccines at certain times protects babies when they need it most. And of course, we supported the message with all our cute babies.

In line with our high level strategy, we distributed our message to a variety of channels.

For media, we did radio, TV, and online advertising. On the community level, we provided an outreach toolkit, social media package, and event signage, material, and promotional items to community stakeholders.

Facts sheets and brochures were available to parents online and at community events.

HEATHER MANNING: We tested at several stages. The initial message, image, and logo; then the draft materials in multiple rounds with both parents and stakeholders.

Remember earlier when we said how important testing is? The concept that the client liked best didn't work for the stakeholders, who were a key partner in our campaign implementation. So, based on their feedback, we needed to make slight adjustments to our campaign before we rolled out.

STACIE HOGAN: Finally, it was time for our kickoff.

We held an event at a children's museum that got our message out, built excitement, and got media coverage.

During our implementation, we launched and tracked our media campaign, distributed resources to community partners and health organizations, and provided support for a period of community events.

HEATHER MANNING: The campaign evaluation is currently underway. Our client is tracking their website hits and media impressions. Their evaluation staff are conducting pre and post surveys around campaign events to assess changes in knowledge, attitudes, and belief.

And in the long-term, we'll be looking for any changes in immunization rates.

STACIE HOGAN: To wrap up this presentation, I would like to recap with some takeaways.

For those of you who don't really do campaigns, we hope that our presentation will help you to reframe your work from the audience's perspective so that you can better create systems, processes, and products that meet the needs of your audience.

For those of you who won't be doing a campaign yourself, but may work with others that do, whether that be internal department or a vendor, we hope we gave you some insight into what they are trying to accomplish, as well as a framework to evaluate their effort.

Finally, for those that do do campaign, we hope that our step-by-step approach is clarifying and energizing even for those people who do this all the time.

We also hope we provided some tips and ideas that may inform your future work.

Thank you so very much for joining us.

If anyone has any questions or comments, Justin will be facilitating the question and answer session.

JUSTIN WILLS: Yes, thanks, Stacie and Heather. That's good stuff.

So, if you have questions at this time, you can type them directly into the questions box in the toolbar at the side of your screen.

And, as a reminder, we'll be e-mailing a link to the slides and the webinar recording to all attendees this afternoon with a written transcript being posted, in a matter of days as well.

And while we get some of those questions queued up, here's Stacie again with some more info about the Center for Health Literacy.

STACIE HOGAN: So, just a few quick announcements.

As Justin just said, the audio recording and slide presentation for this webinar, as well as all previous webinars in this series, some of which we've referenced throughout our presentation, are available at maximus.com/webinars.

Our last webinar in this series, *Removing Language Barriers: Reaching Your Spanish Speaking Audience* will be on Friday, August 15th at 2:00 p.m. eastern daylight time.

You can go to that same website to register.

In addition to these webinars, the Center for Health Literacy also has other resources, such as these manuals featured here. E-mail healthliteracy@maximus.com for more information.

Finally, the next dinner conference, Plain Talk in Complex Time, will be held in March of 2015 in Arlington, Virginia. Please save the date and e-mail plaintalkconf@maximus.com to get on the mailing list for updates.

Okay, Justin, do we have any questions or comments?

JUSTIN WILLIS: So far, we have a couple of encouraging comments, but no questions.

HEATHER MANNING: Well, thank you for the positive comments.

JUSTIN WILLIS: We'll doddle for a moment and just see, but, um--sometimes it takes a minute for things to trickle through cyberspace.

HEATHER MANNING: Now, we did present a lot of information today. So, if questions come up in the future, feel free to also e-mail us at healthliteracy@maximus.com.

JUSTIN WILLIS: There you go.

And since, uh--let's see.

All right. Here's one that, you touched on.

Do you ever start with the evaluation method and then work backwards when designing a campaign?

HEATHER MANNING: That's a great question and I love that because evaluation really should come at the beginning of the campaign.

Now, as we said, we're not evaluation experts. Often, because we develop campaigns, our work is the work getting evaluated. So, of course, we need a third independent party to, uh--a neutral party to do that work.

But, I do think it's a really great point that you bring up because if you can't track or if you can't afford to track your strategy, you may want to think of something else. And that can be a really hard choice.

But, I think everyone would agree the direction that funding is moving and many programs are moving, if you can't quantify or at least have some type of metric on what you're doing and what it actually did, then that's probably not the best choice for your program.

JUSTIN WILLIS: Yes, very good.

I think that's it.

Again, if you think of anything, you can, send questions later on to healthliteracy@maximus.com.

But, I think that wraps us up. And I'd like to thank everyone again for attending today's webinar. And also, again, our presenters, Stacie Hogan and Heather Manning.

And hope everyone has a nice weekend.

And goodbye. Thanks.