NEED/OPPORTUNITY / Scripps is a San Diego nonprofit health care organization of five acute care hospitals, 19 outpatient centers, home health and two administrative support sites. Scripps employs 13,000 staff, with an additional 2,600 physicians and 1,500 volunteers. There is no legal or financial requirement for an annual report. Instead, the report serves as an “ambassador” for the organization—a cultural, educational and promotional tool. It helps core audiences feel good about the past support they’ve given, helps them learn more about the care Scripps provides and encourages their continued backing.

Until this year, the annual report had been published only as a print edition. A lot of time, resources and effort went into each report’s creation, yet only 5,000 or fewer copies were printed due to cost and the logistical difficulties of mailing to larger audiences, most of whom are unfamiliar with the organization. The communication team approached their CEO with the idea of moving to a completely electronic report. Though he saw the advantages of such a move, he also recognized the realities of the core audience: bankers, older donors and legislators are far less likely to proactively pull the report from an online source.

This being the case, Scripps needed to expand into the virtual, electronic world to reach secondary audiences, while also creating and publishing a print edition for primary audiences,—without increasing costs or resources. By focusing on the core product, the print report, the team sought opportunities to bring the report online without creating something new, and at a level far above posting a PDF. They also wanted to bring the online edition up a notch, providing something the print book would not have. The goal was to begin to drive print audiences to the online version by giving them a “value added” reason to go there.

INTENDED AUDIENCES / PRIMARY

• **Philanthropic donors:** These donors want to share their pride in Scripps and be reminded of how their support benefits others. Though an annual report will not typically generate a donation unilaterally, development officers say it helps strengthen the bond.

• **Financial associates:** Focused on financial consistency, financial associates are also interested in how the organization represents itself to the community and whether actions are consistent with the mission and values. This audience recognizes Scripps’s investment in innovative technology and care, and wants to know what’s become of those investments.

• **Legislative representatives:** Often asked to support Scripps and other hospital systems on key legislative agenda, legislative representatives want to be reminded that their support is well-placed and that Scripps has the expertise they seek on health care issues. They have said before that they receive hundreds of annual reports each year.

SECONDARY
• **Potential supporters:** These are folks who are just learning about Scripps, either through contact by a foundation development officer, as part of an executive recruitment or just proactive interest.

• **Internal management/staff:** Proud of the organization, Scripps management and staff like to see the bigger picture. The annual report is a source of pride for them. They love to share it with friends and family as a description of where they work and what they do. In the past, only management has received copies of the report, but the communication team would receive numerous requests from other staff for copies.

**GOALS AND OBJECTIVES / Objective No. 1:** In theme and in design, both electronically and in print, demonstrate Scripps’s commitment to innovation and medical advances that are changing the face of health care. Additionally, demonstrate the link between medical advances and technology and the people who deliver and benefit from those advances.

**Reason:** Corporate investment in innovative research and medical care increased substantially in the past two years, i.e., genomics research, robotic surgery, etc. Also on the table was a state-of-the-art cardiovascular institute. Scripps needed to be seen as the innovative medical provider it has become. However, it is still an organization that believes in one person, one patient, one family at a time and can never lose sight of the fact that medical advances are only truly useful when patients receive better care.

**Objective No. 2:** Expand readership without increasing the print run, decreasing quality or increasing cost. Ensure the electronic edition is in keeping with the quality, look and feel of the print edition. Add value to the electronic edition by including several video components.

**Reason:** A substantial resource and time commitment is made toward annual report production, yet cost restrictions keep print runs to a minimum—mostly for financial firms, donors and VIPs. Expanding the audience would further the reach of the Scripps message; however, the print and electronic reports needed to be seen as two versions of the same thing, with one added bonus for online viewers—video adds another dimension and provides more detailed information.

**Objective No. 3:** Create a report that will stand out from the crowd and encourage sharing.

**Reason:** Each year, dozens of annual reports arrive on executives’ desks and in e-mail inboxes. To successfully communicate the organization’s message and emphasize that Scripps Health stands out from the rest, the annual report needs to stand out.

**SOLUTION OVERVIEW /** Creating an electronic version of the annual report was a first for Scripps, and the team wanted to make a significant impact without leaving their print roots too far behind. This also made a lot of sense since they were still producing a printed book; they didn’t see any reason to completely reinvent the wheel. But they wanted the electronic edition to raise the bar a little—if anything, just to demonstrate, in context, the innovation they were describing in the content.

How to do that was another thing completely. The team didn’t have the budget or the resources to create a web-like interface, and that level of rework just didn’t seem necessary. Instead, one of the team members remembered a travel web site that had an online travel brochure done in a
page-turning format simulating an actual book. The team member had researched the vendor and filed it away for potential use in the future. After contacting the vendor and seeing some samples, the team knew this was the way they should go. But just putting the book online wasn’t going to be good enough. They wanted to add video elements, which the vendor could do. Unfortunately, they had never done it the way the team wanted it done.

To maintain the integrity of the print design, it was important that the videos not appear as separate video players that popped up on top of the pages. Instead, the vision was to “bring photography to life.” The team literally wanted readers to feel that the photographs on the page were coming to life and speaking to them. After some work and research in-house and with the vendor, they managed to place videos within the photo frame already included in the print design. When readers click the Play button on the photo, the video begins in that same frame, and the photo reaches out and “speaks” to readers directly from the online page. The team showed the sample to a small group of peers and employees in the corporate office and knew this was the novel, innovative approach they were looking for—a way to demonstrate, in context, the organization’s innovation while giving readers a unique and informative reading experience.

IMPLEMENTATION AND CHALLENGES / BUDGET
The first challenge was budget. In the previous year, the team spent a little more than US$100,000 on annual report production and printing. They could not go over that and, in fact, needed to save money if at all possible. In order to add production of an electronic edition, plus video, they had to find places to trim. In the previous year, the two highest costs were printing/binding and outside design and print management. The Scripps creative director agreed to provide design and print management, which trimmed US$35,000. The team also reduced printing costs by using a local, high-end printer, another US$5,000 saved. The goal was to reinvest some of these savings in the electronic edition and video production.

CONTENT
Though facing the challenges of creating an electronic version of the report, the team couldn’t take their eyes off the ball: Content is always king. Their challenge was to select stories that both highlighted key medical advances and innovations, and tell them in such a way that would be interesting in print and in video. They went with a “New Era of Medicine” theme to emphasize the connection between innovation and personal care. They also brought readers into the hospital by shooting photos and video on location. It’s often a challenge to put doctors out there in video format. Unlike print, which can be summarized, physicians tend to speak first in technical and clinical terms, not for the layperson. Finding the right balance was important to achieving the content goals.

DESIGN
This was an unexpected challenge. The team had assumed the print edition could just be converted easily into the online edition. Such was not the case. Though the transfer process maintains the design exactly, what in print is a font that reads well and is well-sized, can sometimes appear too light or too small once on a computer screen in Flash format. They tackled this primarily by following the vendor’s advice when creating the initial design, but they also went back to the design after printing to “tweak” portions that needed adjustment. For example,
some captions appeared too small on-screen. They simply moved photos and adjusted the text size. This provided less white space in the electronic edition, but the effect is barely noticeable.

**Time Line**
From both a cost and a time perspective, the team did not have the luxury of conducting separate shoots for still photography and video and separate interviews for text. Instead, they worked with the photographer and video editor to integrate both into single sessions. They shot video with two cameras: a fixed, standard video camera operated by the video editor and an SLR camera that shoots HD video, operated by the photographer for B-roll and cutaways. By using the photographer in this way, they were able to coordinate video and still photos into the same shoot. Literally, the photographer was taking photos one minute and then switching to shoot video the next. Additionally, many of the interviews were incorporated at the same time. This saved time and helped ensure copy on each page was aligned with the videos that readers could view in the electronic edition.

**Video Placement and Formatting**
Just having a vision of photos talking to you from the page doesn’t make it happen. The first challenge was identifying an appropriate format for the videos. The team eventually settled on Flash because it worked best in electronic format and is easily viewed by most computers. The next challenge was determining where the videos would be housed. Cost was a factor as was Scripps’ limited internal capabilities, so they selected a separate vendor that offered affordable cost, flexibility and the ability to convert from one video format to another. Finally, they faced the challenge of placing video within a frame already occupied on the electronic page by a print photograph—without seeing portions of the video in advance—and playing the video within that same frame so it replaces the still photo with a very minimal player control bar. They decided this was best done in a medium, horizontal format; therefore, good still photography took the lead in the opening spreads and the videos were placed on the third page of features. It took several tries, but the vendor came through, and the report is now used as a sample of this new technique.

**Measurement/Evaluation of Outcomes / Objective No. 1:** In theme and in design, both electronically and in print, demonstrate Scripps’ commitment to innovation and medical advances that are changing the face of health care. Additionally, demonstrate the link between medical advances and technology and the people who deliver and benefit from those advances.

**Measurement:** This, of course, was the core content of the report. The theme is reflected from the cover—which represents a new “World of Healing” (the tagline) delivered by caring hands—to features on robotics, genomics, cardiovascular, orthopedics and more. Each feature is presented in a way that involves the care providers behind it and the patients who benefit from it. The team took advantage of the online format this year to conduct a three-question readership survey. Though only a handful of visitors took the survey, the small sampling reflected achievement of content goals:

- While only 24 percent of respondents said they were “very knowledgeable” about Scripps prior to reading the 2008 annual report, 67 percent said they were “very knowledgeable”
after reading the 2009 report. Likewise, while 30 percent said they had “some knowledge” about Scripps prior to reading the report, all 30 percent moved into the “knowledgeable” or “very knowledgeable” category after reading the report. Also, 97 percent said the online version was easy to use and enjoyable.

**Objective No. 2:** Expand readership without increasing the print run, decreasing quality or increasing cost. Ensure the electronic edition is in keeping with the quality, look and feel of the print edition. Add value to the electronic edition by including several video components.

**Measurement No. 1:** To track visitors to the online annual report, the team created six different URLs—each for different audiences. Overall, combined visitors to the electronic report edition totaled 14,377—three times the print distribution of the same book.
- 205 of the print readers also viewed the electronic edition.
- 282 readers visited the electronic edition from social media sites like Twitter and Facebook.
- 1,592 visitors came to the electronic edition via an internal e-mail sent to all Scripps’ employees.
- 11,465—the bulk of visitors—went to the report via the Scripps web site home page (news section).
- 822 visitors found the electronic report via a web site home page banner ad.

**Measurement No. 2:** Cost for the electronic and print reports combined was not only within the US$100,000 budget, but well below. The team succeeded in adding an electronic presence, quadrupled readership and saved more than 20 percent from the previous year. The cost this year was approximately US$77,000, versus US$101,000 the previous year.

**Objective No. 3:** Create a report that will stand out from the crowd and encourage sharing.

**Measurement:** Notable comments included the following:
- “What a fun use of technology…. It really makes the hard copy come to life.”—CEO
- “It is gorgeous! I am so proud to share the report with our donors.”—Scripps Foundation
- “I am blown away! This is taking communications to a new level and a new medium.”—director, Scripps Mercy Hospital
- “Just posted to my Facebook profile! Woo Hooo!”—employee, Scripps Memorial Hospital, La Jolla
- “A fine example of innovation…”—Scripps board of trustees