

Michael Crawford

MARKETING AND COMMUNICATIONS LEADER

Experienced marketing, communications and public affairs leader who initiates market research for meaningful insights, articulates strong brand identities and value propositions, orchestrates integrated marketing programs, appreciates impactful storytelling and manages issues with reputational impacts.

Market Research: Skilled at using research to glean perception insights to improve messaging.

Marketing: Experienced developing B2B, B2C and internal marketing strategies and creative platforms.

Media & Public Affairs: Proficient at media relations, executive, corporate, crisis and issue communications.

Problem Solving: Adept at charting a course through competing priorities and identifying action steps.

Team Development and Training: Committed to helping employees identify strengths, upskill and adapt.

Budget Discipline: Comfortable structuring budgets based on strategic priorities and managing expenses.

PROFESSIONAL EXPERIENCE

Director of Communications **University of California Office of the President** **2017 – Present**
University of California Health

Leading the launch of University of California Health (UCH), a brand that encompasses six academic medical centers and 20 health professional schools, and providing system-level media relations, crisis communications, executive communications and management of sensitive issues that pose reputational risks.

- Conducted UC's first statewide research to assess consumer perception of our academic medical centers and how academic medicine factors into consumer decision-making for tertiary and quaternary care.
- Developed brand architecture and identity package to apply to select clinical service lines and initiatives.
- Refocused messaging away from attributes to emphasize the benefits that arise from activities inherent in academic medicine and how they improve patient care and opportunities for prospective health students.
- Introduced the University of California Health (UCH) brand as a vehicle to convey knowledge sharing among clinicians and researchers at UC Davis Health, UCI Health, UCLA Health, UCR Health, UCSF Health, and UC San Diego Health and health sciences schools in Dentistry, Medicine, Nursing, Optometry, Pharmacy, Public Health and Veterinary Medicine.
- Launching a system-level website to create 'ah-ha' moments with consumers, referring physicians and elected officials, and convey the sustainable points-of-differentiation of the UCH enterprise.
- Conducted UC's first research project among employees across the system and at all pay bands to assess perceptions of the University's health benefits and levers to encourage the selection of UCH providers.
- Manage the system's social media output (@UofCAHealth), and coordinate with the social media teams who handle the University, President, health schools and medical centers channels.
- Handle media relations for the health system and health-related announcements from the Office of the President, such as the shift to virtual instruction at the start of the pandemic, vaccination policy for HCWs, our million-dose milestone, and the University's policy regarding vaccination of students and employees.
- Manage communications about sensitive issues such as SVSH in clinical environments, policy and price transparency, affiliations with hospitals with restrictions on care, and COVID-19; provide medical center communications teams with statements, positioning, FAQs and crisis communication resource kits.
- Actively interface with legal counsel, state government relations, state health agencies and associations.

Vice President, Marketing and Advertising **Sharp HealthCare, San Diego CA** **2016-2017**

Marketing of system, medical groups, oncology, cardiology, orthopedic, Medicare Advantage service lines.

- Refocused the system 'ad team' on service line strategy, integrated marketing and business development.

- Introduced employer and broker advertising to advance business development and support the sales activities of the affiliated health plan and three medical groups.
- Conducted market research to measure awareness, identify trends and rank attributes that drive consumer decision-making, and aligned outbound messages and tactics accordingly.
- Conducted agency review and hired a new firm to integrate digital and traditional efforts better.
- Leveraged Truven CRM to gauge ROI on service line marketing and evaluated other CRM vendors.

Director, Marketing and Customer Service Hill Physicians Medical Group, San Ramon, CA 2008-2016

Articulated a distinctive brand identity and brought it to life for consumers, physicians, health plans, employers and members via integrated communications campaigns and a more efficient customer service experience.

- Improved alignment of research, brand management, advertising, social media, website, media relations, events, and corporate, patient communications and internal communications.
- Developed a year-over-year marketing campaign that drove a 37% increase in total awareness and greater physician directory use despite a 16% decrease in the marketing budget.
- Conducted research among physician practices about readiness for ICD-9 to ICD-10 transition and EHR feedback, using findings to help regional services and clinical teams improve outreach.
- Led customer service operations, addressing persistent morale challenges with new P&Ps, KPIs, emotional intelligence training, a supportive QA program, and a simplified operational process that improved service levels on 250,000+ inquiries a year from practices, plans and members.
- Helped lead implementation of a new claims processing system (QNXT), Vistar for provider contracts, and HillConnect for quality reporting; produced related physician communications.
- Handled media relations for announcements such as alignment of UCSF with Hill Physicians, the launch of multiple ACOs, financials, ownership/executive changes, new contracts and an employed physician model.
- Collaborated with health plans, affiliated hospital systems and major employers to create ACO communications for CalPERS, City of San Francisco and San Joaquin County.
- Secured title sponsorships and managed major signature events for professionals and consumers.
- Transformed member magazine into a self-help lifestyle publication with content prioritized based on conditions in membership and measured engagement by calls-to-action on a revamped website.
- Established Cultural Support Committee to raise awareness of language barriers for members.

RECENT COMMUNICATIONS AWARDS

Fifteen marketing and communication awards including a regional Emmy for Season 15, Stories of the Sharp Experience, and gold and silver Asters, Healthcare and Communication awards for corporate communications, patient communications and integrated marketing campaigns

PRIOR WORK HISTORY

Principal Strategic Persuasions, San Francisco, CA 1996-2008

Consultant providing a strategic, integrated approach to assessment, goal setting, creative development, and campaign implementation. Clients included Fujitsu Interactive, Wells Fargo online banking, Questia online library (TX), Presbyterian/Novant Health (NC), and Santa Rosa and Dominican Hospitals (CA).

Vice President, Director of Client Service J. Walter Thompson, Dallas, TX 1994-1996

Led client service, PR and new business development for Dallas and Houston offices of JWT, with clients such as Conoco (TX), HD Vest Financial Services (TX/NY), Lutheran General/Advocate (IL), and ABHOW senior living (CA).

EDUCATION

Bachelor of Arts, Journalism, Texas A&M University, College Station, TX.

News and features reporter for student newspaper, local commercial paper and regional radio station.

Active extracurricular activities, including fundraising for MSC Wiley Lecture Series about international topics.