PCMCH Project Charter

Version #	1
Version Date	Click here to enter a date.

Project Details		
Charter Date: February 14, 2016		
Project Title: PCMCH Branding and Communications Plan		
Project Start Date: March 1, 2016	Project End Date: TBD	
Senior Project Manager: Anna Bucciarelli	Executive Sponsor: James Meloche	
Team Membership List		
Name:	Position:	Organization or Department:
Anna Bucciarelli	Senior Program Manager	PCMCH
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Project Priority: High	Project type: Council - Special Project (unique, time-limited projects)	
Strategic Aim/Common Themes: ☐Patient and Family-Centered Care ☐Quality ☐Safety	☐Accessibility ☐Efficiency ☐Effectiveness	☐Timeliness ☐System Integration ☐Cost Effectiveness

Project Goals and Description

Describe Problem/Opportunity Statement/Business Case/Background [why]

With the support of the MOHLTC, PCMCH has undertaken a strategic planning exercise to enhance our mandate and capacity to further enhance our role as the voice of maternal and child health care in Ontario. The stakeholder engagement, completed as part of the strategic planning activities, revealed several issues with the current brand positioning, including misconceptions about the organization and what it does:

- The first problem is a lack of clarity surrounding PCMCH Mission and Mandate, resulting in low awareness of specific activities and priorities that directly impact and benefit various stakeholder groups, and the patients they serve. Of note, research revealed that decision-makers knowledge is sometimes restricted to the elements of PCMCH work to which they have direct relationships.
- The second is a limited understanding of PCMCH main purpose (i.e.: PCMCH Vision). Although stakeholders hold PCMCH in high regard for our leadership and collaborative

Project Goals and Description

approach, they often experience confusion about our specific role in the evolution of Ontario's maternal-child health system.

- The third is the lack of impactful and easily recognizable image, including logo and acronym. This makes it hard for an individual who is learning about PCMCH to foster a connection with the organization.

In summary, although PCMCH is seen as a trusted, collaborative player, our external perception may not have been keeping pace with the ongoing evolution of our work and mandate enhancement. The purpose of the Project is to combat all of the aforementioned problems by generating a refreshed brand image for PCMCH, and by addressing the misalignment between the evolving internal identity and the external image we project. More broadly, the branding and communication efforts will help PCMCH build a **bridge between the new strategic vision of the Council and our external communications**. PCMCH will utilize the lessons learned through the stakeholder engagement as a touchstone for developing the new brand image.

Historically, PCMCH took a narrow approach to brand management, using it as a limited tool for communications. The Project represents an opportunity to move beyond that approach to explore the broader strategic role that PCMCH can play by strengthening trust and building external relationships, while also enhancing our internal capacity. Therefore, the branding strategy will include both changes of the visual aesthetics and also brand repositioning, to reflect the revised Vision, Mission and Mandate.

The brand solution will require a fully integrated creative campaign that will impact every touch-point of PCMCH communications, from the logo and look and feel of our brand, to the key messages, the channels we use to distribute content, and the ways in which we engage with our stakeholders audiences (our "voice"):

- It may be necessary to implement a new name, logo and other visual identity devices to reinforce the refreshed positioning to both internal organization and external stakeholders.
- A comprehensive external communication plan will be developed to help stakeholders understand the essence of PCMCH brand, appreciate the nuances (i.e.: what we are and what we are not), and buy into the branding process so they can more closely identify with the future direction of the messaging.
- It will be essential that we improve the way communications are implemented and evaluated across all portfolios (e.g, Maternal-Newborn, Child-Youth, Complex Care, Diabetes) so that we can enhance the value of our brand and the work we deliver. Most importantly, a renewed brand will aid in the dissemination of our recommendations, resources and other materials to the front-line users such as physicians, nursing, and administrators.
- Internally, efforts will be made to get employees to embrace the new essence of the brand.

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Collectively, these efforts will drive greater, more substantive engagement with the organization, enabling PCMCH to cultivate deeper, longer-term relationships with our stakeholders.
Aim Statement [what - what are we trying to achieve? Numerical target for improvement, over what time?] Externally, the key objectives are: • To build a bridge between the **new strategic vision and strategic themes** of the Council and the external communication efforts. In order to achieve this goal, the main concept behind the brand campaign will focus on highlighting the refreshed elements of PCMCH Vision, Mission, and Mandate. • To **raise awareness, engage and inform** stakeholders on the role of PCMCH in Ontario's maternal-child healthcare system. • To **increase reach and to clarify the image** held in the minds of PCMCH stakeholders, not just those who are directly involved, but also those we seek to influence, assist, or reach. • To provide clear **differentiation** for PCHMC in our role as a key voice of maternal-child health system. Internally, the key objectives are: • Help align **internal priority setting** to the Mandate driven by the MOHLTC • Help define the scope within each new project to help deliver the Mission and Vision. • To build and roll out new **communication competencies**. • To initiate internal **cultural changes** that reinforce on-brand behaviors, and to instill desired practices.

Change Ideas [how - what can we try that will result in an improvement?]
 	
• The concept of the branding identity and communication plan will be formed in consideration of all data collected during the **stakeholder engagement** undertaken by PCMCH as part of the 2015-16 strategic planning activities.
• The first step will involve evaluating the existing **name** and – if needed – determining a new one. Other key deliverables will include:
  o **Review of best practices** in branding and communications in non-for-profit sector;
  o **Comprehensive audit** of existing communications;
  o A **brand guide** with a structured format and consistent colors which can be effectively reinterpreted across different channels;
  o A range of **communication guidance and tools** will be made available to PCMCH Staff, to improve the way communications are **implemented** and **evaluated** across PCMCH portfolios.
• Externally, PCMCH will systematically unveil the new brand and reinforce the new Vision, Mission and Mandate over time through a comprehensive **External Communication Plan**. The plan will prioritize **social media engagement** and effective use of **patient insights and patient stories.**
• Internally, PCMCH will tap into the **brand power of employees and volunteers,** helping them to own and internalize the refreshed Vision, Mission and Mandate. Council

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Members/Employees/Volunteers will become the most important aspect of the renewed brand of PCHMC to external stakeholders, and the greatest ambassadors of the brand.
Patients/clients/families/clinicians who will benefit [who] The creation and adoption of the new brand will help PCMCH clearly and credibly communicate the refreshed elements of PCMCH Vision, Mission, and Mandate. Successful implementation will provide the following benefits: *For our main client, which is the MOHLTC:* • Demonstrate the diversity and importance of our remit as it pertains to fulfilling key elements of our mandate; • Support the government in its public communication activities as they pertain to policy and operational areas of the maternal-child health care system *To our stakeholders (LHINs, Health Service Providers, Maternal and/or Child Networks, Other health agencies, Other governmental agencies dedicated to children and youth):* • Enhance the current understanding of PCMCH Mandate, including specific activities and priorities that directly impact and benefit specific stakeholder groups, and patients they serve. • Improve collaboration at various levels of the system by helping provincial stakeholders to better understand that PCMCH has the resources and expertise to be a trusted partner in maternal-child health. • To support front-line user adoption of PCMCH materials, including resource documents and tools, recommendations, data reporting *To our indirect clients (Patients, Advocacy Groups, Professional Associations):* • Help the public understand the PCMCH value proposition, including specific activities and priorities in the area of maternal-child health. • Keep mothers, families and children, steadily informed of our successes, and provide context for how the public funding we rely on is changing the lives of patients and communities in Ontario. *Finally, to PCMCH (Council / Advisory Committees / Work groups / Staff):* • Improved implementation and evaluation processes for external communications across all portfolios will enhance the value of our brand and the work we deliver.

Project Scope	
"In" Scope	**"Out" of Scope**
• Engagement and consultation with stakeholders (completed) • Review of best practices • Communications audit (including review	• Stakeholder Survey. PCMCH will utilize the findings of the stakeholder engagement (focus groups, interviews, survey) gathered during the 2015-16

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of current tactics and SWOT Analysis) • Identity review and redesign (including potential name change / logo redesign) • Internal communication plan • External communication plan and message architecture • Evaluation plan	Strategic Planning activities.

Project Resources
Project budget: $15,000
Estimated time required for staff participation: 1.5 day / week

Project Timeline

Key Milestones	Timeline											
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
RFP / External Vendor Search	X											
Identification and Application of stakeholder engagement findings		X										
Review of Best Practices		X										
Communications Audit		X										
Identity Redesign			X	X								
Brand Guide Development and Related Tools					X							
External Communication Plan and Message Architecture					X	X						
Internal Communication Plan					X	X						
Brand Launch							X					
Evaluation Activities								X	X	X		

Meeting Schedule	
☐	Weekly
☐	Biweekly
☒	Monthly
☐	Bi-monthly
☐	Other (please specify)

Risk Log

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#	Start Date	Risk	Mitigation Plan	Owner	Due Date *(optional)*
	n/a	The PCMCH brand identity had been active for several years. Modifying the branding – especially an old and established visual identity – can be an emotional experience and may lead to some confusion among the stakeholders. This, in turn, might alienate some of the current audiences, and also lead to new audiences failing to understand the brand message.	PCMCH will need to navigate the delicate balance between the strengths of existing brand attributes and the new communication demands. During the branding process, PCMCH will utilize its original foundation of values and extensive network to enhance our credibility, and will continue to grow the existing relationships and showcase long-standing values throughout a variety of channels. PCMCH will remain consistent and honest to increase stakeholder satisfaction and overall brand credibility. If the name change is required, PCMCH will ensure the new visual identity convincingly presents itself as a factor in closing the current perception gap.	PCMCH	Click here to enter a date.

Performance Measures
List all relevant performance measures (how will we know if we are improving? Outcome, process and balancing measures?)
TBD

Communication Plan/Strategies:			
Audience	Information Needs	Format and Timing	Responsible
MOHLTC	As per Brand Launch Plan / External Communications Plan	As part of Strategic Planning Updates	ED
Council	Status updates as per Project Charter	Quarterly Meetings	ED
PCMCH Advisory Committees	As per Brand Launch Plan / Internal Communications Plan	Quarterly Meetings	Project Lead

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PCMCH Portfolio Leads	Communications Audit Brand Identity Guide Key Messages Brand Launch Plan Related Communication Tools External Communications Plan	Monthly meetings	Project Lead
Provincial Stakeholders:	As per Brand Launch Plan / External Communications Plan	TBD	PCMCH / Project Lead / Portfolio Leads

Structure for Accountability/Decision-making (RACI Chart)			
Milestone	PCMCH Staff	Vendor	Council
RFP / External Vendor Search	Resposible		Informed
Identification and Application of stakeholder engagement findings	Resposible		Informed
Review of Best Practices	Accountable	Resposible	Informed
Communications Audit	Accountable	Resposible	Informed
Identity Redesign	Accountable	Resposible	Consulted
Brand Guide Development and Related Tools	Accountable	Resposible	Informed
External Communication Plan and Message Architecture	Resposible	Consulted	Consulted
Internal Communication Plan	Resposible	Consulted	Informed
Final Approval of Brand/Communication Plan	Responsible		Accountable
Brand Launch	Accountable	Resposible	Consulted
Evaluation Activities	Resposible	Consulted	Informed

Project Approval:

_____ _____

Executive Director Date

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Appendices

Change Log						
#	Description of change	Requestor	Date requested	Date approved	Status	Comments
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	Click here to enter text.	Click here to enter text.	Click here to enter a date.	Click here to enter a date.	Choose an item.	Click here to enter text.
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