

Corporate Communication Plan

2012-13 REFRESH



Ontario

Erie St. Clair Local Health
Integration Network
Réseau local d'intégration
des services de santé
d'Érié St. Clair

CORPORATE COMMUNICATION PLAN: 2012-13 REFRESH

INTRODUCTION

The Corporate Communications Plan is a strategic document that details the communication priorities, processes, and policies that will guide activities supporting the Erie St. Clair LHIN through the fiscal year 2012-13. Its purpose is to outline clear and attainable communication priorities with tactics that will ensure our success. The following review of our over-arching organizational goals provides context for the communication-specific plans that follow below.

REVIEW/CONTEXT – OUR OVER-ARCHING ORGANIZATIONAL GOAL

We make sure people get the best care available when they need it, delivered in a way that ensures health system sustainability.

REVIEW – ORGANIZATIONAL STRATEGIES

What we're doing about it

We work on five core strategies:

- 1. Better access to alternate levels of care*
- 2. Better emergency department care*
- 3. Better diabetes and chronic disease management*
- 4. Better care in mental health and addictions*
- 5. Better rehabilitation care and interventions*

REVIEW – ORGANIZATIONAL TACTICS

How we're doing it

These are the specific activities and areas of involvement through which the overall corporate strategies are being executed.

They fall under three broad categories:

1. IHSP

** Five Strategic Priorities*

2. Planning & Integration Activities

- *StrategiCare*
- *ESC LHIN/Health Service Providers Leadership Councils and Forum*
- *Region-wide Mental Health and Addictions Strategic Plan*
- *Region-wide Rehabilitation Strategy*
- *Region-wide Primary Care Strategy*
- *Essex County Clinical Services Plan*
- *Aboriginal Mental Health & Addictions Strategy*
- *Capital Redevelopment Projects*

3. Provincial Programs

- *Home First*
- *e-Health*
- *Pay-for-Results*
- *Residents First*
- *Expanded CCAC role*
- *Behavioural Supports Ontario*
- *Patient-based funding*

THE “ELEVATOR PITCH” – BREAKING THROUGH PUBLIC CONFUSION

We believe the vast majority of the population have a very poor awareness of what the LHIN is or does. This results, in part, in our own lack of consistency in how we describe ourselves in the simplest, most understandable terms. The following is a clear and succinct description of our organization:

WHAT IS THE LHIN?

We're the government agency that plans and funds health care services totaling a billion dollars a year in our region alone – everything from hospitals to Meals on Wheels. Our goal is to make the system better by understanding and responding to local needs and by getting services to work together more efficiently. That's how we'll all get better health care while saving money and making the system sustainable for our children and grandchildren.

COMMUNICATION FRAMEWORK

AUDIENCES, PRIMARY

General Public (External)
Media (External)
Health Service Providers - Administration (External)
Health Service Providers - Staff (External)
Health Service Providers - Governance (External)
Partner Organizations and Stakeholders - e.g. Ontario Medical Association/Medical Societies (External)

AUDIENCES, SECONDARY

Universities and Colleges (External)
MPPs (External)
Municipal/Regional Elected Officials
Ministry of Health and Long-Term Care (Internal)
ESC LHIN Staff (Internal)
ESC LHIN Board (Internal)

ISSUES/KEY CONSIDERATIONS

- Communications must adhere to the policies of the Ministry of Health and Long-Term Care via the LHIN Liaison Branch
- The LHIN must tailor its communications to a distinct mix of urban and rural populations and to demographically diverse audiences
- The LHIN serves three distinct media markets. Wherever possible, communications should be localized to highlight issues of greatest interest and impact within those markets
- Because the LHIN does not have a physical presence in its largest urban community (Windsor), compensatory efforts must be made to boost the organization's media presence
- Communication planning and delivery should reflect best practices for the health sector
- The roles and obligations of health service providers in communicating the LHINs ongoing efforts to improve local health care must be considered
- Standardized communications via the pan-LHIN communicators will continue to provide both opportunities with consistent messaging and issues with adapting to local pressures as well as competing messages with the local LHIN brand

MESSAGING PLATFORM

Our messaging platform must recast our core values and mission; our goals, roles and responsibilities, in language that is easy to understand and remember.

GETTING | DOING | STAYING

Better

All communications should be crafted to ensure that the “Getting | Doing | Staying Better” message is integrally included and promoted. This applies to all messaging at all levels, internal and external, throughout the organization.

Programs that diverge from this central messaging platform (i.e. the “right lane” theme) however topical or fitting to the moment they may seem, must be reconsidered in a way that more clearly aligns with the central communication and the “BETTER” branding effort. Non-conformity dilutes the message and weakens perception of the brand.

We have to be better at how we manage this aspect of our communications – better at aligning and integrating the message and better at editing “flavour of the moment” concepts that inevitably arise.

COMMUNICATIONS GOAL FOR THE BRAND

Establish the LHIN as the recognized leader in the planning, funding and management of local health care.

WHAT IT MEANS

The community (the public, politicians, system partners, media, etc.) needs to understand what we are and what value we bring to the health care system.

COMMUNICATIONS STRATEGIES FOR ACHIEVING THE BRAND'S COMMUNICATION GOAL

Become more visible and vocal within the community.

WHAT IT MEANS

We have to be more proactive about communicating messages that support our leadership position and we have to make ourselves more available to media and others who act as interfaces between us and the community.

Provide better information and education on the system and its workings.

WHAT IT MEANS

As leaders, we need to help people gain a better understanding of the health care system, how it works, and how they can make the most of the services available to them. Education must better target the system's users and service providers.

Support our leadership role by being more vocal about our accomplishments and successes.
Be upfront about issues and how we're dealing with them.

WHAT IT MEANS

We have to be better, as an organization, at internally communicating our successes so that our front-line spokespeople have a richer reservoir of stories to draw upon. We also have to be more willing to openly discuss our plans, the issues that arise in their implementation, and the ways in which we are adapting to changing circumstances.

COMMUNICATION TACTICS FOR EXECUTING THE BRAND STRATEGIES

1. OUR PLAN FOR BETTER HEALTH CARE (IHSP)

Communicate the Erie St. Clair LHIN's progress and leadership in addressing the local priorities for health care, as set out in the IHSP 2, and plans to set a new course through an updated document to be called "Our Plan for Better Health Care." Action items:

- Develop individual reports highlighting progress achievements/successes in each of the key areas of focus for the IHSP:
 - Better Diabetes Care
 - Better Access to Emergency Department Care
 - Better Mental Health & Addictions Care
 - Better Rehabilitation Care
 - Better Access to Alternate Level of Care
- Develop and implement a communication plan to support the launch of the third IHSP
- Develop and submit Annual Report highlighting our successes in delivering on "Our Plan." Create two versions: one for public information and one conforming to Ministry requirements
- Develop a simple, easily understood regional scorecard that highlights our performance in several planned areas for improvement. Share these results with the community

2. BETTER SUPPORT FOR EDUCATION/ NAVIGATION

Support the development of communications and resources aimed at educating and helping health care users to better access services and manage their health. Action items:

- Develop a series of educational articles on consumer-related health care issues that can be repurposed for web, print, LHINfo Minutes and other mediums. Explore the possibility of an "Ask the Expert" column to pitch to local print media in each of the three media markets in Erie St. Clair
- Develop a Seniors Guide for each region of the Erie St. Clair LHIN listing local services available to support seniors and their families to live at home or in the community (beginning in Chatham-Kent, and launching in Sarnia/Lambton and Windsor/Essex based on the pilot)
- Recognizing that our website is a primary communication and educational vehicle, improve the site to make it more user friendly and more streamlined

3. BETTER ALIGNMENT OF MESSAGING

Review key Erie St. Clair LHIN messaging platforms to ensure they are aligned with, and supportive of, our core brand messaging. Action items:

- Review and update website to bring language and content in line with core "BETTER" messaging. Aggressively avoid campaigns that are not aligned with the "BETTER" messaging
- Revise templates and boilerplates with updated LHIN messaging (including: news releases, PowerPoint decks, reports, e-mail tags, etc.) to emphasize use of themes and language that appropriately reinforce the core "BETTER" brand message

COMMUNICATIONS TACTICS FOR EXECUTING THE BRAND STRATEGIES, CONTINUED

4. BETTER MEDIA ENGAGEMENT

Develop protocols and practices for engaging media (especially in Windsor/Essex) as a key audience and an essential vehicle for improving our leadership presence in the community. Action items:

- Protocols and practices should consider regular engagement of media via editorial reviews, media calendars, release of embargoed communications, and active promotion of communication issues prior to and following their release
- Focus communications on the use of radio programs (e.g. local morning shows) for launching programs and providing ongoing education to the community
- Actively promote the LHIN CEO as the public (and accountable) “face” of the organization. Promote personal contact, comfort and trust. Also, support Senior Directors and Board Directors when they represent the LHIN in media and public engagements
- Provide media training to the LHIN CEO and other organization spokespersons to improve our ability to effectively communicate with the media

5. BETTER USE OF MULTI-PLATFORM COMMUNICATIONS

All communications should be developed in a manner that facilitates distribution through multi-platform media. Action items:

- Video testimonials and interviews should be developed to accompany all major print communications for posting through social media

6. OTHER COMMUNICATION TACTICS

In a general way, support ongoing communication efforts for integration activities, provincial programs and capital redevelopment projects as required. A number of major projects requiring communications activities will be rolled out this year as identified in the Annual Business Plan. Specific communication plans will be created to support these projects as required.

EVALUATION

To gauge the effectiveness of ESC LHIN's communication activities, the following evaluation methods will be used:

WILDLY IMPORTANT GOALS (WIG)

Use Franklin Covey execution methodology to set targets for communication outputs and impact (e.g. increase media impressions from **xx** to **xx** by March 31, 2013 – by issuing bi-weekly news releases, LHINfo Minutes, and media pre-brief of Board Meeting content to six key media outlets)

WEBSITE ANALYTICS

Track shifts in website activity resulting from LHIN communication efforts

VOCUS

Use Vocus media tracking to establish a baseline of media presence/impressions from past two years and report on 2012-13 results, including traditional media outlets and online content

SOCIAL MEDIA TRACKING

Use online resources to track and report on social media output (e.g. volume of communications) and impact (e.g. “re-tweets”, click-thru rates, etc.)

PUBLIC ENGAGEMENT SCORECARD

Develop a scorecard for reporting on public engagements including communication outputs (i.e. news releases, interviews, media impressions, etc.)