

Corporate Communication Plan

2014-15



Ontario

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

CORPORATE COMMUNICATION PLAN: 2012-15-Year 3

INTRODUCTION

The Corporate Communications Plan is a 3-year strategic document that aligns with the ESC LHIN Strategic Plan and details the communication priorities, processes, and policies that will guide activities supporting the Erie St. Clair LHIN through the fiscal year 2014-15. 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.

**Better Care
Better Experiences
Better Value**

GUIDING PRINCIPLES OF COMMUNICATION

- Clear language
- Transparent
- People-first language (e.g person with diabetes)
- Respectful of Canada's two official languages
- Aligned to LHIN branding
- AODA compliant

ESC LHIN STRATEGIC DIRECTIONS

1. Chronic Disease Management
2. Bold, Focused Leadership
3. Partnerships in Health Promotion

THE ELEVATOR PITCH – BREAKING THROUGH PUBLIC CONFUSION

We're the local government agency that plans and funds over a billion dollars a year to our region's health care providers – services from hospitals to Meals on Wheels.

Our responsibility 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.

Key words for messaging:

- *Regional health organization*
- *Local decision making*
- *Listens to community input*
- *3 counties*
- *responsible*
- *Planning*
- *Funding over \$1 billion dollars locally*
- *Managing*

OUR PRIORITIES

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 two broad categories:

1. PLANNING & INTEGRATION ACTIVITIES

- ESC LHIN Strategic Plan
- IHSP 3
- Leadership Councils
- Mental Health and Addictions Strategic Plans
- Chronic Disease Prevention and Management Care Paths
- Rehab Strategic Plan
- Primary Care Strategy
- Hospice and End-of-life care
- Aboriginal Mental Health and Addictions Strategy
- Integration Activities
- Orthopaedic Plan
- French Language Health Planning Entity (FLHPE)/LHIN Joint-Strategic Plan
- Capital projects
- System Imperatives (see chart)
- Other planning activities as they develop

Pan-LHIN Health System Imperatives



2. PROVINCIAL PROGRAMS

- Minister's Action Plan for Health
- Health System Funding Reform
- Physiotherapy Reform
- Ontario's Senior Care Strategy
- Health Links
- Home First
- Pay-for-Results
- Residents First
- Expanded CCAC Role
- Behavioural Supports Ontario
- e-Health
- Quality Improvement Plans

COMMUNICATION FRAMEWORK

AUDIENCES, PRIMARY

- General Public
- Media
- Health Service Providers
- Elected Officials
- Ministry of Health and Long-Term Care
- ESC LHIN Board
- ESC LHIN Staff

AUDIENCES, SECONDARY

- Universities and Colleges
- Partner Organizations and Stakeholders
e.g. OMA, OHA, OACCAC, OACHC
- Physicians, allied health care workers
- Non LHIN-funded health care partners
e.g. Public Health Units
- Other LHINs

KEY CONSIDERATIONS

- Communications must adhere to the policies of the Ministry of Health and Long-Term Care via the Communications Appendix of the MOHLTC-LHIN Memorandum of Understanding
- 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
- Communication planning and delivery must reflect best practices for the health sector
- The roles of health service providers in communicating the LHIN's ongoing efforts to improve local health care must be strengthened (as outlined in their accountability agreements)
- Standardized communications with the other LHINs will continue to provide consistent messaging but often times the messages need to be adapted to reflect local situations

MESSAGING PLATFORM

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

Better Care, Better Experiences, Better Value

All communications should be crafted to ensure that the Better Care, Better Experiences, Better Value 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 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.

COMMUNICATION GOAL

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

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 HEALTH CARE SYSTEM INFORMATION AND EDUCATION.

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. Openly discuss our plans, the issues that arise in their implementation, and the ways in which we are adapting to changing circumstances.

COMMUNICATIONS TACTICS

1. BETTER COMMUNICATIONS ON PRIORITY INITIATIVES

Support the development of communications and resources aimed at educating our audiences about our key initiatives and the role of the LHIN.

Action items:

- Communicate the Erie St. Clair LHIN's progress and leadership in addressing the local priorities for health care, as set out in the IHSP 3 (on going)
- Develop and submit the Annual Report, consistent with the MOHLTC template
- Develop and distribute an ESC LHIN Community Report to highlight local successes and provide update on services, targets, and initiatives
- Develop a web-based regional scorecard that highlights our MLPA performance targets on a quarterly basis
- Develop and submit a corporate communication plan as required as part of the ABP, conforming to the standardized pan-LHIN/MOH template
- Provide communications support to ESC LHIN regional initiatives, such as: COPD Care Path, Rehab Strategic Plan, Mental Health Strategic Plan, and Orthopaedic Plan

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.
- Maintain the ESC LHIN website as our primary communication and educational vehicle, and transition the site to a new platform in alignment with the provincial initiative.

3. BETTER CONNECTION TO THE COMMUNITY THROUGH PUBLIC AFFAIRS AND ISSUES MANAGEMENT

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:

- By following communications processes (e.g. issues management, invitations, media) we strive to provide excellent customer service through timely, accurate, and informative responses to all issues, comments or questions that we receive
- We strive to have ESC LHIN representation at HSP, community, and stakeholder events and activities
- When systemic issues arise, we will strive to provide a proactive message or thoughtful reactive response to provide clarity, accurate information, and the role/perspective of the LHIN
- Provide continued media training to the LHIN CEO, Senior Staff, and Board Chair to improve our ability to effectively communicate with the media and ultimately achieve ESC LHIN communication goals

- We strive to have our Open Board Meetings as transparent and accessible as possible, through Open Mic, webcast, rotation of meeting locations to the surrounding communities, and posting meeting materials to the ESC LHIN website as soon as the Board of Directors receive their package

4. BETTER MEDIA ENGAGEMENT

Maximize protocols and practices for engaging media as a key audience and an essential vehicle for improving our leadership presence in the community.

Action items:

- Protocols and practices should consider annual engagement of media via editorial reviews, media calendars, release of embargoed communications, and active promotion of communication issues prior to and following their release
- 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:

- Social media - continue to build on our social media communities through the active use of Twitter, Facebook, YouTube, and LinkedIn
- Email - continue to use email as a primary communication tool, focusing on specific distribution lists and personalized email messages
- Web/online - our website will continue to be the main repository of stakeholder and public information, with a focus on improved site navigation and accessibility best practices
- Video testimonials and interviews
- Continue to write articles for third party publications and seek new opportunities through existing channels to convey the LHIN message
- Use interactive media through traditional channels – providing a response to online news articles and use this method as a means to share new information, dialogue with engaged citizens, and as a means to correct myths or incorrect information
- Continue to offer the ESC LHIN speakers bureau
- Align all speaking notes to include a connection back to the ESC LHIN Strategic Plan and corporate message of Better Care, Better Experience, Better Value

6. OTHER COMMUNICATION TACTICS

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.

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 Care, Better Experience, Better Value messaging
- Revise templates and boilerplates with updated LHIN messaging (including: news releases, PowerPoint decks, reports, email tags, etc.) to emphasize use of themes and language that appropriately reinforce the core “BETTER” brand message

EVALUATION

TO GAUGE THE EFFECTIVENESS OF ESC LHIN'S COMMUNICATION ACTIVITIES, THE FOLLOWING EVALUATION METHODS WILL BE USED:

Media Analytics (as noted in CEO Report)

Track shifts in activity resulting from LHIN communication efforts. An effort will be made to track and measure media tonality in ESC LHIN articles. Statistics are drawn from a variety of tools such as: Google clips, MOHLTC Media Clips, and Cormex Report.

Social Media Tracking (as noted in CEO Report)

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.)

Communication Metrics (as noted in CEO Report)

Continue to refine the communication metrics used for reporting on public engagements including communication outputs (i.e. news releases, interviews, media impressions, etc.)