

Sample Communications Workplan:

1. Set quarterly themes for the year

| Action | Accountability | Timing and Status |
|---|----------------------------|-------------------|
| Develop a list of possible themes January to March – Debrief on previous year. Upcoming yearly plans & priorities, Patient Safety initiatives April to June – Articulate Master Plan: maximizing physical facilities, information technology planning July to September – Updates on partnerships, service and program delivery, people, facilities October to December – Partnerships, service and program delivery, recruitment and retention, physical structure | | |
| Present list to management | Director of Communications | Yearly |
| Communicate themes to employees | Director of Communications | Quarterly |

2. Create Communications Templates

| Action | Accountability | Timing and Status |
|--|---|-------------------|
| Determine template needs for year (i.e. fact sheets, presentations, Q&As, meeting and discussion guides) | Communications Coordinator Director of Communications to approve | |
| Develop standard template | Communications Coordinator | |

3. Monthly Communications Kit

- To include core messages that will form basis of 'Message from the Director of Communications/CEO', managers meeting, media relations, employee meetings

| Action | Accountability | Timing and Status |
|---|---|---|
| Meet with Communications Director to: <ul style="list-style-type: none"> • Review monthly board package • Identify emerging business issues and opportunities • Define Key Messages • Identify appropriate content experts with the hospital | Communications Coordinator | 1 week prior to distribution of board package |
| Develop draft message and circulate to Director; cc senior team (including Foundation) for input and approval | Communications Coordinator | |
| Finalize key messages and arrange for final approval | Director of Communications | |
| Based on approved key messages, research and write: <ul style="list-style-type: none"> • Monthly message from DofC/CEO to employees • Media package (release/backgrounder) • Managers meeting agenda, powerpoint and key messages • Conversation starters • Q&A documents • Sample meeting session design for team meetings • Meeting evaluation form Employee meeting <ul style="list-style-type: none"> • Meeting agenda • Powerpoint • Q&A | Communications Coordinator with Director approval | |
| Circulate to Director of Communications for approval | Communications Coordinator | |
| Produce final draft of all materials | Communications Coordinator | |
| Coordinate distribution | | Target distribution dates: |

4. Hospital Website: Employee Intranet Page

| Action | Accountability | Timing and Status |
|--|----------------------------|-------------------|
| Identify candidates for and establish Employee Page Committee. This group will serve as internal focus group for site review and subsequent launch | Director of Communications | |
| Develop intranet project milestones and budget estimate | | |
| Work with I.T. or outside supplier to develop employee page design and budget | | |
| Develop updated site | | |
| Develop communications plan to launch employee page on website | | |

5. Hospital Website: Regular Updates

| Action | Accountability | Timing and Status |
|--|----------------|---|
| Develop website review milestones and budget estimates | | |
| Do benchmark review of other websites | | |
| Using benchmark review, identify strengths and weaknesses of current site | | |
| Review strategy, design, budget with senior team and gain approval for same | | |
| Work with I.T. or outside supplier to develop and enhance website, design and budget | | |
| Develop updated site | | |
| Define process to keep site updated and current | | Aim for daily information updates, weekly image and "marquee" updates |

6. Hospital Newsletter

| Action | Accountability | Timing and Status |
|--|---|---|
| Develop editorial themes for each issue published during the year. Approach the Hospital Foundation and determine their interest in sharing in the creation and distribution of the newsletter | Editor: Director of Communications Appoint section editors from various departments that will generate regular features for the letter | Seasonal: spring, summer, fall, winter (post holiday) |
| Coordinate subject expert interviews and write first draft content | | |
| Circulate first draft content to senior team and/or subject experts for approval | | |
| Coordinate newsletter production with outside graphic arts supplier | | |
| Distribute newsletter | | |

7. Communications Coaching/Training

| Action | Accountability | Timing and Status |
|---|----------------|---|
| Develop session design with internal communications professional or external consultant | | Target every other month for training until organizational needs to coaching have been achieved |
| Develop training materials | | |
| Identify target participants and issue invite to session | | |
| Host training session | | |

8. Conversation with Director of Communications/CEO

| Action | Accountability | Timing and Status |
|--|----------------|-------------------|
| Develop meeting protocol, structure and participant recruitment process | | |
| Book meeting dates in Director of Communications or CEO | | |
| Meet with D of C or CEO to identify emerging business issues and opportunities and define bi-monthly meeting theme/question for discussion | | |
| Develop communications announcement to launch 'Conversation with Director of Communications': email message | | |
| Write and issue invite and session evaluation forms to target participants | | |
| Establish a database/network of discussion participants. Could potentially use as informal focus group for other programs | | |

9. Department Visits

| Action | Accountability | Timing and Status |
|---|----------------|-------------------|
| Develop visit schedule/target participant groups | | |
| Develop informal agenda for visit | | |
| Develop supporting meeting material for agenda | | |
| Host meeting/document employee questions/concerns and follow up | | |

10. Media Relations

| Action | Accountability | Timing and Status |
|--|-------------------------------|-------------------|
| Create monthly media kit | Communications Coordinator | |
| Review and revise media list as required | Communications Coordinator | |
| Co-ordinate any on-site media interviews/photography | Communications Coordinator | |
| Prepare/brief interviewee(s) in face-to-face meeting and with written notes and key messages | Director of Communications | |
| Sit in on all media interviews | Director of Communications | |
| Host reporters/photographers onsite | Director of Communications | |
| Take media calls and redirect as necessary | Communications Coordinator | |
| Do media follow-up and cold calling | Communications Coordinator | |
| Share media coverage and press releases with employees through weekly clippings, internal hospital message board | | |

11. Community Engagement/Speaking Events

| Action | Stakeholders | Accountability | Timing and Status |
|---|---|----------------|-------------------|
| Develop a target list of speaking events. Contact organization and determine opportunity to speak | Cultivate local community and political support by contacting: Service clubs, Municipal Council, MPs, Mayor Monitor town events, anniversaries, public forums | | |
| Create annual calendar of events | | | |
| Assist with presentation and additional materials | | | |
| Share information about hospital presence at events with managers and employees | | | |
| Send follow up thank you letter to hosting organization | Signed by Director of Communications/CEO | | |

12. Issue and Risk Management

| Action | Accountability | Timing and Status |
|---|----------------|-------------------|
| Develop project and present to senior team | | |
| Complete a management audit of current organizational preparedness for crisis/issues <ul style="list-style-type: none"> Interviews with senior teams | | |
| Develop corporate emergency response plan including designated spokespeople and information disclosure guidelines | | |
| Set up media monitoring team to monitor industry/economic/competitive trends to anticipate and understand the potential impact on the hospital | | |
| Develop a hospital preparation kit including: standby statements on key issues: Q&A document, backgrounder | | |

13. Annual Meeting and Report

| Action | Accountability | Timing and Status |
|---|----------------|-------------------|
| Develop themes for Annual Report | | |
| Coordinate subject expert interviews and write first draft content | | |
| Circulate first draft content to senior team and/or subject matter experts for approval | | |
| Coordinate annual report production with external graphic arts supplier | | |
| Distribute Annual Report | | |