



Corporate Communications Plan (2018-19)



Brockville
General Hospital

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About

Brockville General Hospital is a growing community hospital, located on the banks of the St. Lawrence River in Brockville, Ontario.

At Brockville General Hospital (BGH), we provide Acute Care (emergency, intensive care, medical/surgical care), Complex Continuing Care, Rehabilitation, Palliative Care, Mental Health and Addictions, and a Women and Children's Program. We offer ambulatory and specialty clinics, including Orthopaedics, the Brockville Cardiovascular Program, Acute Stroke Clinic, and Ontario Breast Screening. Our Mental Health program includes Inpatient Care, the Mental Health Crisis Team of Leeds and Grenville, and the Assertive Community Treatment Team of Leeds, Grenville and South Lanark. We are national leaders in Restorative Care/Enhanced Activation, innovators in Post-episode Cardiovascular Rehabilitation, regional partners in our Acute Stroke Unit, and pioneers in providing community-based Hospice Palliative Care.

Brockville General Hospital is committed to patient-centred care. Focused on continuous improvement, we strive to balance our financial and operating needs to support the delivery of safe, quality patient care. We are building on this promise and expanding our services through our Phase 2 Redevelopment Project, where we will see all services and programs on a single campus.

Location, Location, Location. Brockville General Hospital is located in the City of Brockville, which is centrally located between Montreal, Ottawa, Toronto and New York State, within the beautiful Thousand Islands region of Ontario.

For recruitment use:

Grow with us! In 2018, our Hospital will see the beginning of our Phase 2 – Redevelopment Project take shape. Building for the future, we will consolidate our services under one roof and increase bed capacity for our patients.

To learn more about our hospital visit www.brockvillegeneralhospital.ca. Follow us on [Facebook](#), [Twitter](#) or [LinkedIn](#).

Our Reach

- Over 28,500 emergency visits
- Over 8,500 surgical cases
- Over 70,000 diagnostic procedures
- \$80.5 Million operating budget
- 810 employees totalling over \$51.8 Million in compensation
- Over 250 physicians registered

Based on 2017/18 data

Our Impact

- Over \$1.5 Million was raised by the Brockville and District Hospital Foundation
- \$10 Million dedicated to our Phase 2 Redevelopment Project on behalf of the Brockville and District Hospital Foundation
- Over \$117,000 Raised through Brockville General Volunteer Association

Based on 2017/18 data

Executive Summary

BGH is evolving. Like many other hospitals, BGH is adapting to an overall evolution of the health care system. Unique to BGH, the hospital is resuming standard operations following the leadership of a provincially-appointed Supervisor. The Supervisor was tasked with addressing the Hospital's operational and financial challenges through the design and implementation of a recovery plan. As part of this plan BGH has advanced in its Phase 2 Redevelopment Project and programs through select regional collaborative initiatives.

Like any large-scale change initiative, there have been challenges including negative media coverage, discontent among some internal stakeholders, and concern expressed as to the speed and type of change.

This corporate communications plan (the "Plan") will help guide BGH to reconnect with the community, build support among staff and physicians, and position itself for the future, which includes the Phase 2 Redevelopment Project.

Goals

A robust strategic planning process is anticipated for the fall/winter of 2018 which will identify BGH's future strategic goals. The transitional focus sits on the final stages of the recovery plan implementation. This includes the progression of the Phase 2 Redevelopment Project, and the Hospital's financial and operational stability.

Situational Analysis

This situation analysis is an assessment of the environment within which the communications plan will be implemented; these factors influence the strategies and key messages that will be recommended later in the planning process.

BGH is stabilizing operations, including leadership team.

Following the departure of BGH's provincially-appointed Supervisor, BGH has re-established regular operating practices. This follows a renewal of the Hospital's leadership team, including appointment of a new President and CEO. A new Board of Directors have also been established.

BGH's Phase 2 Redevelopment Project is underway.

BGH's Phase 2- Redevelopment Project will begin active construction in spring 2018. This follows a lengthy and complicated approval process, which generated confusion and uncertainty within the community. Planning was also complicated by the hospital's recent budget challenges. It is difficult to avoid sending mixed messages when it comes to the redevelopment and tackling the deficit;

stakeholders may be, understandably, confused. Donors, in particular, want certainty about what is happening with the hospital's operational recovery before committing their money to a capital campaign.

BGH is operating with increased patient volumes.

Over the past two years, reports have shown an increase of patient volumes (surge) is an increasingly common concern across Ontario hospitals. During winter 2017/18, many Ontario hospitals were in the news detailing overcapacity of over 100%. These increased volumes not only put a strain on hospital resources (staff, funding), but impact the patient experience.

BGH offers a number of well-regarded services.

BGH can be justifiably proud of a number of key areas of care. These include its palliative care unit, cardiac rehabilitation unit and its heart function program.

BGH does not have complete control of its funding envelope nor of some of its largest expenses.

The Ministry of Health and Long-Term Care's funding formulas are complicated and diverse with models such as Health System Funding Reform (HSFR), Health Based Allocation Model (HBAM) and Quality-Based Procedures (QBP). Funding announcements are not always consistent with hospitals' annual planning processes. In addition, some expenses, such as provincial union negotiations, are out of each hospital's control. Every hospital, and not just BGH, is dealing with these challenges.

BGH does not have a healthy internal culture.

In 2017, BGH's conducted an engagement survey of its staff and physicians. Overall results showed an unhealthy internal culture. Staff identified training/development opportunities and their working relationships with the Senior Leadership Team as areas for improvement. Physicians indicated their practice environment, health and safety and their relationships with the Senior Leadership Team as key areas of opportunity.

Stakeholders

Our stakeholders for communication and/or engagement are:

- BGH Staff
- BGH Volunteers
- BGH Board of Directors
- Patients and Families (including Patient and Family Advisory Council; Community Advisory Council)
- Donors (through the Brockville and District Hospital Foundation)
- Key Clinical Staff and Referring Medical Professionals
- Health Service Providers
- Health Care Community Partners
- General Public

- Media
- Government – Mayors, MP, MPP,
- South East Local Health Integration Network
- Ministry of Health and Long-Term Care

Strategies

1. Shift the public conversation to present a longer-term view of the hospital and the health sector
 - Engage the media as a partner
 - Tell stories through social media
 - Personalize BGH
 - Conduct proactive stakeholder relations
2. Demonstrate the value of internal stakeholders to BGH's success

Key Messages

Key messages represent the main ideas that target audiences will understand about Brockville General Hospital once they have received a communication from or about the hospital.

OVERALL		
Brockville General Hospital is changing to meet the needs of the local communities it has served for over 130 years and to address the changing face of health care.		
MESSAGE #1	MESSAGE #2	MESSAGE #3
Health care is changing and BGH must change with it. <i>(The need)</i>	As a result of our provincial-appointed supervisor, community engagement and renewed leadership, BGH is now ready to take the care that we provide to a new level. It is the 'new BGH'. <i>(What it is)</i>	Believe in BGH. Thank you for your support – both in the past and in the future. <i>(The community matters)</i>
Supporting Statements		
Ontario's population is aging and we are living longer. 50% of our healthcare costs are typically incurred after the age of 65. All of this has	BGH is evolving. Our new Board of Directors and Senior Leadership Team will provide BGH with a strong foundation to move forward in our operations	The last few years have been challenging. Thank you for letting us know when you agreed with our decisions and

a dramatic impact on our health care system.	and most importantly, the provision of safe, quality care.	when you felt we were wrong. We are your community hospital and your voice is important.
Our healthcare system must provide the right care, in the right place, at the right time. It must support people and patients in taking charge of their own health.	We are excited about our Phase 2 Redevelopment Project. Our vision of a single campus, “under one roof”, to serve the needs of our local communities will be realized.	We all have a role to play in keeping this hospital strong. We welcome your feedback - online, by email, call us, or participate in a community consultation.
Hospitals are a key part of a bigger health care system. As that system transitions, we must adapt. Hospital funding is complex and it can sometimes be difficult to plan budgets and control expenses.	We need to balance our redevelopment opportunity with our day-to-day fiscal realities. Unfortunately, infrastructure money cannot be used to pay salaries, for example.	We are committed to a stronger relationship with the community. We will be inviting you to connect with us in new ways.
We are not alone. BGH is working through these challenges just like every other hospital in the province.		

Communication Tools

BGH uses several methods to communicate, including:

- Patient and Family Advisory Council meetings
- Website – www.brockvillegeneralhospital.ca
- Facebook www.facebook.com/brockvillegeneralhospital
- twitter @BrockvilleGener
- LinkedIn www.linkedin.com/company/brockville-general-hospital
- Health Service Provider’s communications
- Media releases
- Public Service Announcements
- Internal communications, including intranet, newsletters, staff forums, physician e-newsletter, e-blasts

The Hospital welcomes both general and initiative-specific feedback via:

- Board meeting delegation
- Patient and Family Advisory Council
- Meetings with Health Service Providers and service clubs
- Social media
- Website
- Project specific avenues such as: public meetings, focus groups, surveys, education sessions
- Telephone, mail and email

Corporate Publications

Quarterly eNewsletter (Public)

In 2018, in support of BGH's Phase 2 Redevelopment Project, a quarterly, public publication will be designed to update the community on items of interest and their impact on our community.

General Happenings Newsletter (Internal)

A bi-weekly publication, this newsletter is prepared for Hospital staff as the target audience. It features coming events, and news of hospital progress, people and programs. Stories and features are often used as content for social media use.

Patient and Family Guide

The Guide is published annually at no cost to the organization with advertising sponsorships. It is available in print for pick-up in high traffic locations, and electronically on the hospital's website. Future redesign includes adjusting the content and layout to better meet the needs of today's patients and visitors, and utilizing the website for more detailed information.

Program/Service Brochures and Posters

These are developed as needed by program leaders using the corporate Branding Guidelines. Brochures are vetted by the Marketing and Communications department; and available for order. Templates are designed for patient information and presentation materials.

Media Relations

We recognize that timely and accurate media attention can support recruitment and retention, employee and community engagement, reward and recognition, and fundraising and funding.

BGH aims to communicate with media in a pro-active rather than a reactive manner via designated media spokespersons. Planned media briefings occur during times of significant announcements to ensure local media has timely and accurate information available to report to the community.

The Marketing and Communications department is the first point of contact for media, where requests are triaged and background and key messages are prepared for the designated spokespersons. The department helps to establish, monitor and share media coverage with the leadership team, Board and other parties, as appropriate. This spokesperson model has helped to

profile and build credibility for Hospital and Board leadership, and sustain consistent messaging. Coaching opportunities are available to any persons speaking with the media.

Digital Media

Corporate Website

BGH's website is used to outline programs and services offerings, sharing news updates, and to provide community feedback opportunities. In 2018, the website has undergone a refresh to ensure it meets the requirements outlined in the *Accessibility for Ontarians with Disabilities Act*.

Intranet/SharePoint – Internal Website

Predominantly managed via the IMIT department, the internal website is used as a portal for departmental and committee filing. Announcements are regularly communicated via the home page, through the Marketing and Communications department.

Future redesign includes re-skinning site to support digital best practices, create a workflow that is more intuitive to today's users, and to drive more staff to review communications through this digital stream.

Social Media

Rapid information delivery in a 24/7 news cycle has moved us beyond traditional media to a vastly expanding social media reality. Guided by an internal social media policy, the Marketing and Communications department creates and maintains our presence on Facebook, Twitter, LinkedIn and YouTube. Pages are regularly updated with timely content and photographs related to hospital activities, services, disruptions (e.g. parking closure), provincially-recognized health topics, and wellness content.

Video

Video media is an excellent medium to reinforce the efforts of the Hospital. Efforts continue to enhance this service, as data has proven this medium to be a powerful social media tool. Future projects include *BGH Two-Minute Tours* to educate patients and visitors on the Hospital and its services and programs, including the Phase 2 Redevelopment Project.

Communication Opportunities

Areas under review for the coming year, to advance the Hospital's messages to its stakeholders include:

1. Promote and support the Phase 2 Redevelopment Project
2. Support the strategic planning and engagement process
3. Regularly engage the Patient and Family Advisory Council
4. Reimagine staff recognition events (Human Resources)
5. Develop a recruitment marketing strategy (Professional Recruitment)
6. Make management and Board more visible to staff, more frequently

7. Commit to strengthening relationships with key community stakeholders
8. Revitalize media relations approach
9. Review communications policies to ensure they remain current and relevant

Evaluation

For *internal* audiences, feedback to leaders, questions in forums and meetings, attendance at meetings and special events, responses to the engagement surveys and intranet traffic help provide an indication of the effectiveness and receptiveness of corporate messaging.

Measure of *external* communication effectiveness can be gauged by media coverage (positive, negative, neutral), participation in Hospital events, letters to the editor, survey responses, social media followers, complaints related to communications, website traffic, donation influence and volunteer recruitment. Informal feedback in meetings with elected and other officials on their perception of the hospital and its programs also provides a glimpse into the usefulness of outreach efforts.

Contact Information

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Appendix

A. Brockville General Hospital Communications Plan: Action Plan

Prepared by Blueprint Public Relations, June 2015

B. Brand Guidelines

C. Marketing and Communications Policies

D. Phase 2 – Redevelopment Project, Strategic Communications Plan

E. Phase 2 – Redevelopment Project, Crisis Communications Plan