



Red Lake Margaret Cochenour
M E M O R I A L H O S P I T A L



Communications Plan 2024-2027

Stakeholders

- RLMCMH Patients & Families
 - RLMCMH Staff, including CCAS & Employment Ontario
 - Medical Staff (privileged physicians)
 - RLMCMH Board of Directors
 - RLMCMH Volunteer Organizations
 - Donors
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- Healthcare Community Partners
 - General Public
 - Media
 - Municipalities of Red Lake & Ear Falls
 - Provincial Government
 - Northwest LHIN
 - Ministry of Health & Long Term Care

| <u>Communication Objectives</u> | <u>Key Messages</u> |
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| 1. Maintain Transparency ✓ <i>To ensure that members of the public and stakeholders are informed and aware of how the Hospital operates in terms of financial, medical, and social responsibilities.</i> | <ul style="list-style-type: none"> • <i>RLMCMH is committed to accountability and transparency.</i> • <i>RLMCMH is committed to careful planning to ensure responsible and feasible decisions are made to meet changing demands.</i> |
| 2. Provide Practical and Logistical Information ✓ <i>To ensure that members of the public are promptly informed about changes to services, closures, delays, and any other</i> | <ul style="list-style-type: none"> • <i>RLMCMH is committed to quality, patient care.</i> • <i>RLCMH recognizes the importance of the patient experience.</i> |

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| <p><i>event or factor that may impact their access to care.</i></p> <ul style="list-style-type: none"> ✓ <i>To ensure that staff have the necessary information to perform their jobs effectively.</i> | <ul style="list-style-type: none"> • <i>RLMCMH recognizes that the health care environment is ever changing and will respond to system change promptly and efficiently.</i> |
| <p>3. Communicate and Support the Strategic Plan</p> <ul style="list-style-type: none"> ✓ <i>To ensure that our stakeholders have access to the current strategic plan and to the status of its delivery.</i> ✓ <i>To communicate the upcoming development of the 2020-2023 strategic plan.</i> | <ul style="list-style-type: none"> • <i>The RLMCMH strategic plan has been carefully considered and developed, with the needs of our patients in mind.</i> • <i>RLMCMH is committed to the strategic plan and will continue to follow through on its priorities.</i> |
| <p>4. Embrace and Develop Partnerships</p> <ul style="list-style-type: none"> ✓ <i>To ensure that a diverse group of partnerships have the opportunity to provide insight to the planning and development of healthcare services at RLMCMH.</i> ✓ <i>To ensure that RLMCMH, as a stakeholder in community health care, participates in developing initiatives outside of the organization.</i> | <ul style="list-style-type: none"> • <i>RLMCMH is committed to the community and its residents. We are a community partner.</i> • <i>RLMCMH is committed to facilitating open relationships with its partners to ensure the delivery of quality patient care.</i> |
| <p>5. Promote Recruitment</p> <ul style="list-style-type: none"> ✓ <i>Recruitment of nurses and physicians has proven to be a challenge at RLMCMH. The Communications Plan will serve as a tool to recruit, in both a direct and indirect manner.</i> | <ul style="list-style-type: none"> • <i>RLMCMH is committed to maintaining a positive climate of organizational culture and ethics and places high value on its human resources.</i> |

Communication Tools

Internal:

- Email Communication & Memos
- Monthly Staff Newsletter
- Quarterly All Staff Meetings

- Department Meetings & Rounds
- Huddles
- SURGE
- Surveys
- Committee Meetings & Workgroups
- Job Postings
- Onboarding & Orientation

Internal Communication Guidelines:

- ✓ New information will be communicated to staff in the most timely and practical manner possible, so that they are equipped to perform their jobs effectively.
- ✓ Management will ensure that regular staff / department meetings and huddles are conducted as frequently as possible.
- ✓ Staff are encouraged to bring forth questions and concerns to supervisors and / or management.
- ✓ All internal communications, by any means, must follow the Hospital's *Code of Conduct*, ADM-HR-V-05, and honour the principles of dignity, reliability, fairness, trust, professionalism, and accountability.

External:

- Print Media: News publications such as the *Northern Sun / Dryden Observer*; other regional publications, when a broader reach is required
- Radio: Public Service Announcements
- Website
- Facebook
- Patient Surveys
- Patient & Family Advisory Committee
- Annual Community Engagement Sessions
- Published Board Minutes & Annual Report
- Patient / Family Handbooks
- Program / Service Brochures and Posters
- Recruitment Websites
- Email: To partner organizations & stakeholders

External Communication Guidelines:

- ✓ The aim of external communications should be proactive, not reactive.
- ✓ New information will be communicated in the most timely and practical manner possible, to ensure transparency.

- ✓ Information affecting service delivery will be communicated immediately, in the most practical manner possible, to minimize any hardship to the patient.
- ✓ Digital Media must be kept up to date, to be effective.
- ✓ Social media must be accompanied by a *Terms of Use* document.
- ✓ Comments that are defaming to RLMCMH or to RLMCMH staff or comments that include inappropriate language will be removed from RLMCMH social media.
- ✓ In the event of a disaster, refer to the *Code Orange: Disaster Plan* for specific communication instructions.

Roles

President & Chief Executive Officer:

- Primary spokesperson for the organization
- Participate in two-way communication with stakeholders to gather input and feedback for goal-setting, Strategic Plan development, and operational guidance
- Ensure that the Strategic Plan/Priorities and the associated corporate messages are in line with the behavior and actions of the Senior Leadership Team
- Build and maintain positive and effective relationships with community and regional stakeholders.
- Ensure that the Board of Directors is equipped with the necessary information to govern the Hospital effectively.

Chair of the Board:

- Primary and official spokesperson for the Board of Directors

Board of Directors:

- Act as ambassadors and promoters of RLMCMH
- Participate in two way communication with stakeholders to gather input and feedback for goal-setting and Strategic Plan development
- Support and reinforce the goals of the Strategic Plan, and the Mission, Vision, and Values
- Ask questions and express concerns.

Managers:

- Encourage and facilitate open communication with and among staff.
- Recognize that effective communication is crucial to the delivery of quality, patient care.
- Ask questions and express concerns.

All Staff:

- Serve as community ambassadors and positively represent RLMCMH.
- Ask questions and express concerns.

Evaluation

Internal Communication can be deemed effective when:

- Leaders are provided with feedback from staff (solicited and unsolicited).
- Staff attend meetings, ask questions, and participate in Hospital events.
- Staff and management possess the information required to properly perform their jobs.
- Staff and management feel that their questions and feedback are not only welcome, but a necessary component of the Hospital's overall success.
- The Board of Directors is equipped with the information necessary to govern the Hospital effectively.

Effectiveness of **External Communication** can be gauged by:

- Media coverage
- Volume of patient survey responses
- Participation in Hospital events, including engagement sessions
- Social media followers
- Website traffic
- Complaints about communications processes
- Status of recruitment initiatives
- Volume of incoming general communications (solicited and unsolicited)