



Red Lake Margaret Cochenour MEMORIAL HOSPITAL



Communications Plan 2018-2022

About

Red Lake Margaret Cochenour Memorial Hospital was incorporated in 1973, after the amalgamation of the *Red Lake Cross* and *Margaret Cochenour Hospitals*. Today, RLMCMH serves approximately five thousand residents across the municipalities of Red Lake and Ear Falls, as well as the many visitors to those communities.

RLMCMH is an eighteen bed facility. We offer emergency care, acute and chronic care, obstetrics, diagnostic services, and physiotherapy. We also offer a variety of day programs, including chemotherapy, endoscopy, and telehealth. RLMCMH has partnered with the *Red Lake Medical Associates* to provide 24 hour on-call physician coverage.

In addition to the Hospital, RLMCMH and its Board of Governors are responsible for overseeing *Community Counselling and Addiction Services, Employment Ontario*, and the *Red Lake Diabetes Program*. Government funding for these programs flows through RLMCMH.

Our Vision:

Working together towards excellence in rural health care.

Our Mission:

Compassionate, quality care—every patient, every time.

Values:

Patient Centred, caring, integrity, safety, learning, advocacy, accountability.

Our Priorities

Quality of Care: Achieving better health outcomes and better patient experience in a sustainable manner.

Learning, Accountability, and Wellness: Treating our human resources as core assets.

System Leadership: Championing and orchestrating change in alignment with the provincial and regional priorities.

Sustainability: Integrating organizational mission and values with reliable, valid evidence to make resource-management decisions.

Infrastructure Renewal and Growth: Protecting and growing our tangible assets to optimize service delivery and meet the health care needs of our community.

Our Reach

- Over 4300 emergency room visits
- Over 60,000 laboratory tests
- Over 2300 days of rehabilitation services
- 790 telehealth appointments
- 13 births
- 78% occupancy rate
- 99 employees, 61 FTE
- 13 physicians with ED privileges
- Over 4700 diagnostic imaging procedures
- Over 40 active volunteers
- Over 5000 residents across Red Lake and Ear Falls municipalities
- \$8 million operating budget

Stakeholders

- RLMCMH Patients & Families
- RLMCMH Staff, including CCAS & Employment Ontario
- Medical Staff (privileged physicians)
- RLMCMH Board of Governors
- RLMCMH Volunteer Organizations
- Donors
- 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>
<p>1. Maintain Transparency</p> <p>✓ <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></p>	<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>
<p>2. Provide Practical and Logistical Information</p> <p>✓ <i>To ensure that members of the public are promptly informed about changes to services, closures, delays, and any other</i></p>	<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>

<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 Governors is equipped with the necessary information to govern the Hospital effectively.

Chair of the Board:

- Primary and official spokesperson for the Board of Governors

Board of Governors:

- 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 Governors 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)

References

Brockville General Hospital: Corporate Communications Plan, 2018-2019

Dryden Regional Health Centre: 2018-2022 Communication & Community Engagement Plan

RLMCMH: Annual Report, 2017-2018