



# ED PIP: Getting Started Communication

# Communication

<b>Outcome</b>	<ul style="list-style-type: none"> <li>■ All stakeholders will participate in achieving the project outcomes and positively contribute to the project momentum</li> <li>■ A well developed and executed communication strategy will bring positive publicity to the project's efforts</li> </ul>
<b>Definition: 'What is it?'</b>	<ul style="list-style-type: none"> <li>■ Communication is the process of conveying information or ideas from a sender to a receiver using a process in which the communicated material is understood by both sender and receiver*</li> </ul>
<b>Objectives: 'What is it used for?'</b>	<ul style="list-style-type: none"> <li>■ The goal of communication is to:             <ul style="list-style-type: none"> <li>- Engage key stakeholders throughout the entire project</li> <li>- Create understanding and commitment to the project and its purpose</li> <li>- Help staff understand the roles they play in achieving the organizational goals</li> <li>- Make explicit the support that will be available to the staff</li> <li>- Learn from stakeholders how to improve the processes</li> </ul> </li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>■ Healthy communication is the underpinning for all successful systems, particularly during times of change</li> <li>■ A well executed communication strategy will highlight successes that can be leveraged in the future to secure resources for other organizational priorities</li> </ul>
<b>When to use</b>	<ul style="list-style-type: none"> <li>■ Before, during and after each phase of the project</li> </ul>

# Developing a communications strategy

**Who**

**Who** is the most appropriate individual or group to deliver your message?

**What**

**What** message should each stakeholder receive?

**How**

**How** should you deliver the message?

**When**

**When** and how often should you deliver your message?

**Feedback**

What is the most appropriate mechanism to receive **feedback** on your message?

**Time and Effort**

Allocate the resources so that project leaders can put forth the right **time and effort** to make communications a priority

# Developing a communications strategy

**What**

**Who**

**How**

**When**

**Feedback**

**Time and Effort**

**What** message should each stakeholder receive?



Tell the stakeholder what they can expect (i.e. project goals and progress towards them) – focus on the “what’s in it for me” for that stakeholder



Deliver on your promises!



Tell the stakeholder what we need them to do: champion the project, remove barriers, contribute ideas



Use real stories (patient experiences) to engage your audience. What has the experience been for some of your patients? How could it be better?



A sincere thank you

# Developing a communications strategy

What

Who

How

When

Feedback

Time and Effort

**Who** is the most appropriate individual or group to deliver the message? Who is your target audience?



**Who** delivers the message **depends upon**

- **The message**
- **The target audience**
- e.g., Corporate kick-off – message should come from the CEO



**Responsibility** for communications should be **built into the roles** of specific individuals e.g., Project Sponsor, Team Leader



**Peer Groups:** People are better able to understand a message if it is delivered by someone who “thinks like they do”

# Developing a communications strategy

What

Who

How

When

Feedback

Time and Effort

**How** should you deliver the message?



Select the most appropriate communication channel e.g., face-to-face, telephone, voice mail, e-mail, letter, video, poster, bulletin



**Person to person** (preferred method)

- Project sponsor rounding
- Team leader rounding
- Team member check-ins with colleagues



Explore other creative options:

- Team meetings: Make the project a standing agenda item
- Intranet sites
- Regular organization newsletter
- Team huddles
- E-mail
- Visual management: white boards, posters



Communication is critical in the transfer of knowledge. Use a variety of methods and communicate frequently.

# Developing a communications strategy

What

Who

How

When

Feedback

Time and Effort

**When and how often** should you deliver your message?



## **Event driven communications:**

- Ensure that there is clear information prior to any change initiative. Remember all the stakeholders!
- Communicate immediately when you have the outcomes of tests of change ideas



## **Routine communications:**

- Develop a routine of scheduled communications e.g., every Thursday send out a project update. The audience will anticipate and look for the update if it is predictable
- DART data: Daily review and discussion of the findings of the previous day's information

# Developing a communications strategy

What

Who

How

When

Feedback

Time and Effort

What is the most appropriate mechanism to receive **feedback** on your message?



Provide a variety of mechanisms for people to provide feedback on your message



The people who are doing the job are in an ideal position to suggest improvements in the process. Encourage them to tell you how they think they could do their job better. What gets in their way?



Develop forums for people to share their “bright ideas”

# Developing a communications strategy

What

Who

How

When

Feedback

Time and Effort

Allocate resources so that project leaders can put forth the right **time and effort** to make communications a priority



Formalize routine communications in the project plan e.g., include the change initiative/project as a column in monthly hospital newsletter



Those responsible for specific aspects of communications should schedule time in their calendars each day/week/month to complete this task



When asked what they would do differently if they were to do this project again, every project leader said “I would have taken the time to communicate more often.”

# Weekly Communication Templates

## Suggested Communication mediums

<b>Communication Medium</b>	<b>Topics</b>	<b>Completed</b>
Email	<ul style="list-style-type: none"> <li>• Thank you to the team members (related to project goals)</li> <li>• Change in metrics and why</li> <li>• Key deliverables achieved</li> <li>• Upcoming objectives</li> <li>• Response to questions/issues raised</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
One on One	<ul style="list-style-type: none"> <li>• Knowing how team members like to receive feedback use this time as an opportunity to provide:               <ul style="list-style-type: none"> <li>• <i>Positive reinforcement related to the work of the team</i></li> <li>• <i>Queries re: learning needs/support required</i></li> </ul> </li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Thank you notes	<ul style="list-style-type: none"> <li>• 1 – 2 per week as people grow and shine in their team roles</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Team Lead Walk-about	<ul style="list-style-type: none"> <li>• Opportunity to see staff in action and provide feedback</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Team conversations	<ul style="list-style-type: none"> <li>• Bolster enthusiasm</li> <li>• Review work plan for the week, next week</li> <li>• Objectives, Goals, Milestones</li> <li>• Barriers and how the team can mitigate</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>