



**East Grampians
Health Service**

*improving the health
of our community*

Communication and Marketing Strategy

2016-2017

October 2016

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Aim of the Strategy

To develop an effective communications strategy that will:

- Help achieve EGHS goals and strategies as outlined in the Strategic Plan 2015-18;
- Engage effectively with key stakeholders including staff, patients, carers, auxiliaries, community, government, donors;
- Demonstrate and promote successful achievements of EGHS;
- Ensure stakeholders better understand what we do; and
- Change behaviour and perceptions where necessary.

The Communication and Marketing Strategy provides a framework for delivering the East Grampians Health Service Strategic Plan goals.

The Communication and Marketing Strategy sets out a two tiered approach to communication planning, these being external and internal:

- Planned campaigns will run regularly at various times of the year to inform, promote specific services, programs, activities and events
- Ongoing media activity underpins the campaigns with ongoing delivery of key messages to all target audiences

Through communicating ongoing key messages in a positive way or being open and transparent in communicating adverse outcomes, East Grampians Health Service will build trust, stronger links and value perceptions with the community.

The East Grampians Health Service website is the gateway for the community to find out detailed information and to provide links to opportunities for two-way communication, including complaints. The intranet is a platform for staff.

More two-way communication between East Grampians Health Service and its target audiences will provide a platform for better community and staff engagement and health service performance.

Within the Communication and Marketing Strategy, there is scope for ongoing support of major community events and activities through sponsorship arrangements, with tailored messages as appropriate.

Current Situation

East Grampians Health Service (EGHS) is a rural health service, as registered by the Department of Health and Human Services, delivering a comprehensive range of programs and services to the community that are accessed through in-patient, residential, home and community-based services.

The services and programs are located and delivered at Ararat and Willaura as well as operating through the Local Government Area of Ararat Rural City. EGHS has gained a reputation for innovation, excellence, sustainability and growth through its demonstrated leadership and commitment to improving the health of the community.

Services and programs include Clinical, Perioperative Services, Aged Care, Medical Imaging, Community Services, Executive Services, Medical Services, Development and Improvement, Support Services, Pyrenees House Education Centre, and Finance Services.

The Health Service currently has 81 Aged Care beds (12 at Willaura), 36 Acute beds (8 at Willaura), 4 Urgent Care Cubicles, 2 Operating Theatres, 8 Dialysis Chairs, 8 Chemotherapy Chairs, 4 Dental Chairs, 1 Dental Chair at Hopkins Correctional Centre, 1 Dental Chair in the mobile dental truck, Day Centres (Ararat – focusing on mental health and disability clients; Willaura – focusing on the frail aged), Specialist Consulting Rooms and Pyrenees House Conference and Education Centre.

Current communication activities include:

Activity	Details	Target Audience	How often
Public relations – media releases, story pitches and media interviews	Information provided to media about EGHS services, events, good news stories, human interest stories, staff achievements	Ararat and wider Ararat regional community, patients, carers, employees, Auxiliaries, local government	One to two per calendar month.
Social Media – regular posts	EGHS good news stories, human interest stories, staff achievements, Auxiliary event promotion, EGHS event promotion	Demographic which uses social media, generally 20s-40s, but increasingly an older demographic as social media use increases.	Three to four per week.
Staff briefings	Hosted by CEO. Content is provided by CEO, with staff members encouraged to present at the briefings, on a wide range of topics affecting staff and EGHS.	All staff are encouraged to attend the briefings at both Ararat and Willaura. The staff briefings are also posted on the intranet.	Once per month.
Community Engagement	Community Matters publication	Ararat and wider Ararat regional community	Distributed annually
	Annual general meeting, including distribution of Annual Report	Ararat and wider Ararat regional community	November/annually
	Community Liaison Officer	Community Liaison Officer works with EGHS auxiliaries and the wider community, liaising on issues such as fundraising, donations etc	Weekly/monthly/annually

Activity	Details	Target Audience	How often
	Open Access Board Meeting	Staff, Auxiliary, volunteers, community members	Annually
	Community Consultative Committee		Three times per year
	Areas collect compliments and concerns forms	Volunteers, auxiliary, strategic plan	Continuous
EGHS Website	Information available for Ararat and the wider Ararat community as well as those looking to seek information on the services of EGHS	Information is available on EGHS's services, employment, Pyrenees House, Aged Care, Donations and Bequests and the EGHS Foundation. News and good stories are also regularly uploaded to the 'news' section of the website	Information is regularly updated.
Intranet	Internal communication for all staff members	Information, advice, staff bulletins and policies available.	Updated regularly
e-Newsletters	ECHO newsletter	Emailed to all staff, available from Community Centre foyer, Patricia Hinchey Centre foyer, Pyrenees House, Pyrenees Café, Theatre waiting room, and made available to staff at 70 Lowe Street, Garden View Court, Ararat Medical Centre, IPU and Willaura Health Care	Published monthly
Brochures produced by the hospital and handed to patients	Brochures from Acute services, Information sheets for IPU Bedside Folder, Administration and Executive, Aged care, Patricia Hinchey Day Centre, Dental, Diabetes, Dialysis,	Patients and other users of the services provided by EGHS Also distributed to Medical Centres, schools etc	Distributed by staff

Activity	Details	Target Audience	How often
	Community Nursing, Emergency and Security, HACC, HARP, Health Information Management, Midwifery, OH&S, Oncology, Palliative Care, Perioperative Services, Primary care Cardiac, Cancer Care Services, Dietetics, Occupational Therapy, Physiotherapy, Podiatry, Pulmonary, Social Work, Speech Pathology, Radiology and Urgent Care Centre.		
Health classes hosted by EGHS, including: Elmhurst classes, falls prevention group, pilates mat classes, cardiac rehabilitation, pulmonary rehabilitation, pulmonary maintenance, general exercise classes, day centre classes, Garden View Court classes, ante-natal classes, staff exercise class, Parkinson's group, aqua therapy, Willaura exercise class, Willaura pilates class, Parkland House class and Lake Bolac exercise class	A variety of health classes for clients and staff in Ararat, Elmhurst, Willaura and Lake Bolac	Clients and staff in Ararat, Elmhurst, Willaura and Lake Bolac	Weekly, fortnightly

Objectives

East Grampians Health Service's vision is to be a leader in rural health care and its mission is to improve the community's health and quality of life through strong partnerships and by responding to changing needs. The Communication Strategy aims to:

- Build EGHS's reputation as a provider of excellent service and an employer of choice
- Increase accountability and transparency
- Increase level of patient care through effective communications (especially digital)
- Demonstrate leadership through innovative initiatives
- Build greater community participation and engagement with EGHS activities
- Build awareness of new initiatives
- Develop greater employee engagement

The Communication and Marketing Strategy has the following key principal objectives:

1. To better inform the community and staff of the services and activities carried out by East Grampians Health Service in line with the goals outlined in the Strategic Plan. Advertising, editorial and other printed and electronic media are to be used, all providing links to the East Grampians Health Service website. Community events also allow a good platform for this 'educate and inform' component of the strategy.
2. To enhance and encourage two-way communication with all members of the community and staff. Digital and social media are to be the main channels used, all linked with the East Grampians Health Service website. In person at Forums, public meetings and community events also assist in encouraging two-way communication.
3. To drive community participation and engagement with the Health Service, activities and events provided by or supported by East Grampians Health Service. A combination of the ECHO Newsletter, advertising, editorial, digital and social media supported by other channels are to be used, along with targeted community engagement activities. Additionally, communications are to be created specific to each event, program or activity to achieve
4. To better inform and communicate to the public and staff about the high quality service that EGHS provides to the public. To constantly update and inform the public of new and expanding services.
5. Build a reputation and reinforce reputation and service delivery.
6. To develop a service that is responsive to the community needs, improve health status and experiences of our community, expand service workforce and system capacity, to continually improve and innovate, increase accountability and transparency and to utilise E- Health and communication technology.
7. To develop and build key initiatives to strengthen the service delivery capabilities of the health service.
8. To develop a better framework for internal communications.

Scope of Communication and Marketing Strategy

This Communication and Marketing Strategy:

- Sets out key communication objectives
- Is guided by findings from available research
- Defines the East Grampians Health Service key target audiences
- Identifies key messages for each target audience
- Outlines existing communication channels and identifies new channels
- Provides detail on ongoing media activity including the public relations approach
- Details the primary communication channels for planned campaigns
- Will be evaluated and refined on an ongoing basis using results of social media analytics reports

Audience

- Key stakeholders include:
- EGHS employees and Visiting Medical Officers
- Patients
- Carers
- Volunteers
- EGHS Auxiliary, Patricia Hinchey Centre Auxiliary, Aged Care Auxiliary, Willaura Auxiliary, Ark Toy Library and Activity Centre Auxiliary.
- Murray to Moyne Cycle Relay committee and riders
- The Ararat and wider regional Ararat community including potential patients, potential carers, businesses, potential donors, sponsors
- Local, State and Federal Government
- Health Industry
- Local, state and health-focused media

Key messages

- East Grampians Health Service will improve our community's health by responding to changing needs.
- East Grampians Health Service is a forward thinking, progressive and inclusive organisation, delivering a range of services and programs for all members of the community
- East Grampians Health Service collaborates with a wide range of partners and supports initiatives which help deliver a positive, healthy lifestyle and a cohesive community and staff
- East Grampians Health Service listens and engages with issues identified by the wider community and staff
- The CEO and Executive staff provide a two-way link with members of the community and staff

- East Grampians Health Service is an organisation committed to responsible governance
- East Grampians Health Service is open to two-way communication between all members of the Ararat and district community, including EGHS staff.
- East Grampians Health Service collaborates with all levels of government, creating partnerships to ensure the best outcomes for the Health Service.
- East Grampians Health Service focuses on high quality care that it provides to the community.
- EGHS encourages staff to be proud of where they work and to proactively communicate this message into the community.

Audience	What they need to know	Key communications messages
Staff	What standards are expected What the targets are (where relevant) What projects/models of care are being implemented and why Who is responsible for what How they can input	We appreciate what our staff do We value staff involvement We all have our part to play
Patients	What services are available How to access services What hospitals are doing to ensure safety and quality for patients.	We care for patients We value patients Patient safety is key
Carers	What services are available How to access services What ongoing support is available for carers	We value the input of carers and their involvement in the overall health plan of their loved one
Volunteers	What standards are expected Job description Volunteers' rights and responsibilities	We value the input of volunteers and their involvement in the various departments of the health service
Auxiliary members	Fundraising objectives Community Liaison to work with Auxiliaries on fundraising events Assistance available to Auxiliary members via Community Liaison Officer	We value the work of Auxiliaries in raising valuable funds for EGHS services and equipment and creating a supportive community

Audience	What they need to know	Key communications messages
Ararat and wider regional Ararat community	<p>Issues being faced by EGHS</p> <p>Services offered by EGHS at Ararat and Willaura</p> <p>Events conducted by EGHS</p> <p>Events conducted by EGHS Auxiliaries</p> <p>Fundraising and sponsorship opportunities for community and businesses</p> <p>Opportunities for volunteer involvement</p>	<p>We acknowledge the need to be transparent in all dealings with the community</p> <p>We acknowledge the need to communicate information about issues, services, events and fundraising/sponsorship effectively with all members of the community</p>
Local, State and Federal Government	<p>Major projects being undertaken by EGHS at Ararat and Willaura</p> <p>Funding submissions</p>	<p>We value the three levels of government involvement in project development and funding</p>
Health industry	<p>Major projects being undertaken by EGHS at Ararat and Willaura</p> <p>Issues/challenges affecting small rural health services</p>	<p>We are a vital service to the Ararat and wider Ararat regional community and also increasingly utilised by people from outside the region.</p> <p>Our services are used by a wide demographic</p>
Local, state and health-focused media	<p>News relating to services, health service achievements, staff achievements, volunteer achievements, donations and bequests, capital works, Auxiliary events and EGHS events</p>	<p>We are a vibrant health service dedicated to ensuring a safe and supportive workplace, achieving the highest possible outcomes for patients, providing excellent patient services, excellent relationships with volunteers, Auxiliary members and the general community</p>

Target Audiences

East Grampians Health Service target audiences have specific information and communication requirements. Different target audiences consume media in different ways with digital and social media usage increasing across most target audience groups.

A target audience centered approach to communication will allow communication planning to be broken down into strategies that can be customized for each target audience group.

Target audience 1: The Ararat and district community – those who live, work and utilise the Health Service.

This group consists of a number of sub-groups, including:

- Young people aged 12-22
- Disadvantaged community members
- Students
- Families with young children
- Men and women aged 20-45
- Men and women 45+
- Seniors / Aged care people
- Persons with a disability
- Culturally and linguistically diverse groups
- Community groups
- Schools
- Tertiary educational Institutions
- Current staff and potential staff
- Volunteers
- LGBTI

Target audience 2: Businesses, retailers, business organisations and peak bodies

Target audience 3: Non-local residents – state-wide visitors, potential donors

Target audience 4: Media

Target audience 5: Department of Health & Human Services, Victorian government bodies including other regional health services

Communication method and activities

Stakeholder	Communication Need	Communication Method	What and when	Who is responsible?
Staff	To understand their roles and responsibilities To understand the patient journey To be informed of EGHS achievements, news, events	Face to face Staff training Staff memos ECHO newsletter Facebook	Meetings with managers Staff training days Regular updates via newsletter and Facebook	CEO and Directors Managers Community Liaison
Patients and their carers	To understand the processes involved in their treatment and care	Face to Face	Meetings with doctors and clinical staff	Nurse unit manager Nursing staff Doctors Allied health professionals
Volunteers and Auxiliary members	To understand their roles and responsibilities in relation to volunteering and fundraising	Face to Face Volunteer Information pack Community Liaison Officer attendance at Auxiliary meetings	Meeting with Volunteers' Coordinator, Community Liaison Officer, managers of departments	Volunteers' Coordinator Community Liaison Officer
Ararat and wider regional Ararat community	To understand the services provided by EGHS to patients, the events held by EGHS, fundraising and sponsorship opportunities. Publication of good news stories and issues/challenges facing EGHS	Media/Social Media Community Liaison meetings with Auxiliaries Information to Ararat's large businesses about upcoming events for inclusion in their company newsletters	Local, state and health-focused media Social Media Brochures Email	Community Liaison Officer

Stakeholder	Communication Need	Communication Method	What and when	Who is responsible?
Local, State and Federal Government	To understand the needs/challenges of rural health services	Meetings with Local Government officials and State and Federal parliamentarians and officials	Meetings between CEO/Executive and Local, State and Federal officials	Board CEO Executive
Health industry	To be kept informed of major projects undertaken by EGHS To be kept informed of issues/challenges facing small rural health services	Meetings with Health Department and health industry officials	Meetings between CEO/Executive and health industry officials	Board CEO Executive
Local, state and health-focused media	To be kept informed of news affecting the health service, staff, events and patients	Print, Radio and TV Facebook and website	Print and Radio media advertising campaigns. Media Releases in local and wider region print media Regular Facebook posts Regular EGHS website updates	Community Liaison Officer

Ongoing Media Presence

Key messages will be communicated through ongoing media activity throughout the year to all target audience groups via the East Grampians Health Service website, social media, monthly advertising presence in newspaper and media releases. This ongoing media activity will help deliver the overall communication objectives for the strategy.

Public Relations Approach

Regular media releases will be issued to generate editorial coverage across all major media types. Media releases to include information related to:

- Staff briefing announcements, news and key decisions

- Promotion of fundraising events and programs
- CEO comment on current issues and take a leadership position when required
- East Grampians Health Service '*good news*' stories
- Updates on important health issues

The CEO to use regular articles in local newspaper to underpin current key community messages in line with issued media releases.

The monthly staff briefing provides an excellent opportunity for more in depth coverage of key topics.

Note: The current Media Policy sets out the spokespeople for East Grampians Health Service:

- The Board President and CEO of East Grampians Health Service are the delegated spokespersons for the Health Service with the Community Liaison Officer being the first contact for all enquiries

In general, the Board President is the spokesperson on policy matters, and the CEO is the spokesperson on operational matters.

Issues Management

From time to time East Grampians Health Service will need to put together plans to respond to an emergency situation, crisis or other major issues.

Key staff will be involved in creating an overall plan to managing the issue through all of its phases, using all available media channels to reach audiences as required.

Community Engagement

Community engagement communications will take place on a project by project basis throughout the year. Community engagement activities such as public forums and workshops, face to face and web based communication will be considered for each project. Activities adopted will be in line with the level of community engagement for each project.

EGHS Website

The website is the gateway for the community to find out detailed information and to provide links to opportunities for two-way communication. The website address is to be used in all communications, and where appropriate a QR code should be used in print media to allow the smart phone using audience to quickly access the website for more information.

Content on this website is updated on an ongoing basis, and kept up to date with timely news stories, media releases and event listings.

Intranet

The EGHS intranet is accessible to all staff and includes all recent staff communications, relevant information and Standard Operational Procedures.

Social Media

All digital and social media presence will link back to the East Grampians Health Service website for further detailed information.

Twitter will be used for East Grampians Health Service news updates, promotion of East Grampians Health Service programs and events.

East Grampians Health Service Facebook pages have been launched as a communication tool for the community to stay informed about significant news, events, programs and activities. The Facebook pages also permit active two way communication with the Ararat & district community.

In addition, Facebook is used to support specific programs (for example, Montessori Model of Care, school dental services, The Ark Toy & Activity Centre).

East Grampians Health Service to support and engage with third party Facebook pages, for example, Ararat Rural City, various regional health service facilities, and health promotion organisations.

E-newsletters

East Grampians Health Service has the ECHO and will extend the rollout in an e-newsletter format to support key messages across different target audience groups. This approach is in line with an overall trend leaning towards digital communication for delivering timely information to target audience groups. It also supports East Grampians Health Service goals and will, over time, reduce reliance on paid for advertising to share news, promote events, programs and activities.

E-newsletters also provide a platform for two way communication with the community (ability to click through to social media locations and provide easy feedback via emails or posts).

Acquisition of email addresses for distribution of e-newsletter could take place via:

- Cards to fill out information (with drop boxes) at the East Grampians Health Service Customer Service desk and at community events
- Investigation of the existing email registers for use
- Social media activities

Calendar of Events

Template of Calendar of Events developed to enable regular event information to be sent to staff, Auxiliaries and large businesses in the Ararat region for inclusion in their company newsletters

Primary Communication Channels for Campaigns

In addition to the ongoing media activity, planned campaigns will deliver tailored messages to specific target audience groups. Paid for advertising and other marketing tools and activities, supported by the ongoing media presence will be used to achieve each campaign's objectives.

Newspapers

The Ararat Advertiser and Weekly Advertiser are the major newspapers available for coverage of all key target audiences. It is recommended that newspapers are used as follows:

- **Monthly advertising presence:** To communicate East Grampians Health Service news stories and general information and lodged in the Ararat Advertiser.
- **Editorial** in line with media releases issued by East Grampians Health Service.

TV

Promoting news stories on local TV is an opportunity to capture a broad based target audience

Radio

Due to there being relatively few commercial/community radio stations available in Ararat, the Health Service can reach a significant audience through advertising. This medium could be used to support major campaigns through the year.

Online Advertising

Online advertising offers the opportunity to target the local community on selected sites. Messages can be tailored by each campaign and the user can easily click through to the website for further information. These will be used when specialty staff are being recruited.

Other Media Channels

Other media channels such as community noticeboards, posters, and flyers will be used throughout the year to support campaigns and overall key messages.

Communication Plan Development

Key messages will be communicated through ongoing media activity throughout the year to all target audience groups.

In addition to the ongoing media activity, planned campaigns will deliver tailored messages to specific target audience groups.

Specific messages tailored for individual campaign goals and objectives will be developed and media channels will be selected to best achieve the campaign goals.

Measurement of Implementing Communication and Marketing Plan/ Evaluation Plan

The Communication and Marketing Plan will be measured annually and a report provided by the Community Liaison Officer based on the following:

- Feedback from consumer forums
- General feedback from the community and staff
- Statistics and activity via EGHS social media platforms
- Feedback from consumer complaints and concerns
- Demonstrated comparison of performance over time
- Annual report in December submitted to the Board evaluating the Communication and Marketing Strategy's performance for the year

Reference Documents

- EGHS Social Media Policy – SOPP 7.06

Appendix 1: Communication Channels

As communication plans for campaigns for the year are developed, the following list of available communication channels will be considered for use.

Offline	Online
Advertising: <ul style="list-style-type: none"> - Newspapers - TV - Radio - Community Noticeboards - Posters and street pole banners Community Events and Sponsorships: <ul style="list-style-type: none"> - Banners - Programs - Signage Community engagement activities: <ul style="list-style-type: none"> - Forums and workshops Leaflets and booklets Branded place-name signage Sponsorships Messages-on-hold Newsletters – EGHS Echo Media releases Posters and flyers (Libraries and Customer Service Area) Customer Service area Annual Report Public forum (Annual General Meeting)	Existing channels: Twitter Facebook Email signatures Facebook & twitter Instagram New Channels: Online advertising (Facebook, media sites) YouTube E-newsletters and e-zines Annual report online Community Engagement activities through new and existing channels Live streaming and video conferencing facilities

Resourcing for the Communication Marketing plan will be included in the Community Liaison Officer’s role for external communication. Internal communication is the responsibility of the Chief Executive.

The Community Liaison Officer provides news and events as follows:

July	EGHS ECHO	Ararat Advertiser Monthly Advert	Staff Briefing
August	EGHS ECHO	Ararat Advertiser Monthly Advert	Staff Briefing
September	EGHS ECHO	Ararat Advertiser Monthly Advert	Staff Briefing
October	EGHS ECHO	Ararat Advertiser Monthly Advert	Staff Briefing
November	EGHS ECHO	Ararat Advertiser Monthly Advert	Staff Briefing
December	EGHS ECHO	Ararat Advertiser Monthly Advert	Staff Briefing
January	EGHS ECHO	Ararat Advertiser Monthly Advert	Staff Briefing
February	EGHS ECHO	Ararat Advertiser Monthly Advert	Staff Briefing
March	EGHS ECHO	Ararat Advertiser Monthly Advert	Staff Briefing
April	EGHS ECHO	Ararat Advertiser Monthly Advert	Staff Briefing
May	EGHS ECHO	Ararat Advertiser Monthly Advert	Staff Briefing
June	EGHS ECHO	Ararat Advertiser Monthly Advert	Staff Briefing