

# COMMUNICATION AND MARKETING STRATEGY 2023-2024

INCORPORATING COMMUNICATION AND MARKETING PLAN 2023-2024



## JANUARY 2024



East Grampians  
Health Service



# TABLE OF CONTENTS

Aim of the Strategy	3
Current situation	4
Objectives	4
Audience	5
Communication method and activities	7
Key messages	11
Measurement of implementing Communication and Marketing Strategy/Evaluation Plan	14
Reference documents	14
Appendix 1: Communication and Marketing Plan 2023-2024	14
Appendix 2: Board Reputation Plan	
Appendix 3: EGHS Social Media Guide (Porter Novelli)	



# AIM OF THE STRATEGY

To develop an effective Communications Strategy that will:

- Help achieve EGHS goals and strategic objectives as outlined in the Strategic Plan 2023–2027
- Engage effectively with key stakeholders including staff, patients, volunteers, consumers, carers, auxiliaries, community, government, donors
- Demonstrate and promote successful achievements of EGHS
- Ensure stakeholders better understand what we do
- Change behaviour and perceptions where necessary
- Set 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 a yearly basis using results of social media analytics reports

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, 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, 6 Dialysis Chairs, 8 Chemotherapy Chairs, 4 Dental Chairs, 2 Smiles for Miles vehicles, Day Centres (Patricia Hinchey Centre – Ararat; Willaura), Specialist Consulting Rooms, Pyrenees House Conference and Education Centre, Community Nursing (District Nursing, Palliative Care and Healthy at Home), Community Health Centre (Allied Health clinicians), EGHS Home Support (home care services).

Patient figures (for the 2023-2024 year) include: Births – 100, Urgent Care Centre presentations – 5345, Inpatient Unit bed days – 4706, Perioperative Unit patients treated – 2171.

# 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:

- Enhance 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
- Raise 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 strategic objectives outlined in the Strategic Plan.
- 2.To enhance and encourage two-way communication with all members of the community and staff.
- 3.To drive community participation and engagement with the Health Service, activities and events provided by or supported by East Grampians Health Service, including raising awareness of the Building for the Future Foundation.
- 4.To build the reputation of the Health Service and the Board.
- 5.To better inform and communicate to the public and staff about the high quality service that EGHS provides to the public.
- 6.Build a reputation and reinforce reputation and service delivery.
- 7.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.
- 8.To develop and build key initiatives to strengthen the service delivery capabilities of the health service.
- 9.To develop a better framework for internal communications.

## TARGET AUDIENCE

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 customised for each target audience group.

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

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

- Children
- 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
- Carers
- Culturally and linguistically diverse groups
- Aboriginal and Torres Strait Islander people
- LGBTIQ+
- Community groups
- Schools
- Tertiary educational Institutions
- Current staff and potential staff
- Building for the Future Foundation
- Volunteers and Auxiliaries including the EGHS Auxiliary, EGHS Residents' Support Group, Ark Toy and Activity Library Auxiliary and Willaura Health Care Auxiliary, and Murray to Moyne Cycle Relay committee and riders

**Target audience 2:** Staff including Visiting Medical Officers

**Target audience 3:** Businesses, retailers, business organisations and peak bodies

**Target audience 4:** Non-local residents – state-wide visitors, potential donors and sponsors

**Target audience 5:** Department of Health, Victorian government bodies including other regional health services, and Local, State and Federal Government



# COMMUNICATION METHOD AND ACTIVITIES

Stakeholder	Communication need	Communication method	What and when	Who is responsible?
Board	To demonstrate to staff, volunteers and the community the role of the Board and to improve community engagement	<p>Community Consultative Committee</p> <p>Editorial in ECHO newsletter by CE</p> <p>Attendance at various Auxiliary events</p> <p>Open Access Board Meeting</p> <p>Community invitation to AGM</p> <p>EGHS Board Reputation Plan (Appendix 2) focusing on key milestones of the Board.</p>	<p>Held quarterly with auxiliary and consumer representatives in attendance.</p> <p>Contributions by Board directors when required</p> <p>Auxiliaries conduct various events throughout the year.</p> <p>Held annually, staff and community invited.</p> <p>Held annually, staff and community invited.</p> <p>Monthly</p>	<p>Board director chairs meeting with additional membership of a second board director.</p> <p>Board directors</p> <p>Board directors</p> <p>Board Chair</p> <p>Board Chair</p> <p>Board Chair/Community Liaison Manager</p>

Stakeholder	Communication need	Communication method	What and when	Who is responsible?
Staff	<p>To understand their roles and responsibilities</p> <p>To understand the patient journey</p> <p>To be informed of EGHS achievements, news, events</p>	<p>Face to face</p> <p>Staff training</p> <p>Staff memos</p> <p>ECHO newsletter</p> <p>Social Media</p>	<p>Staff training days</p> <p>Regular updates via newsletter and Facebook</p> <p>Memos and flyers to be delivered to Café Pyrenees/tea rooms etc</p>	<p>CEO and Directors</p> <p>Managers</p> <p>Community Liaison Manager</p>
Patients and their carers	To understand the processes involved in their treatment and care	Face to Face	Meetings with doctors and clinical staff	<p>Nurse unit manager</p> <p>Nursing staff</p> <p>Doctors</p> <p>Allied health professionals</p>
Volunteers and Auxiliary members	To understand their roles and responsibilities in relation to volunteering and fundraising	<p>Face to face</p> <p>Volunteer Information Pack</p> <p>Community Liaison Manager attendance at Auxiliary meetings</p> <p>Community Consultative Committee meetings</p>	Meeting with Volunteers' Coordinator, Community Liaison Manager, managers of departments	<p>Volunteers' Coordinator</p> <p>Community Liaison Manager</p>



Stakeholder	Communication need	Communication method	What and when	Who is responsible?
Ararat and wider regional Ararat community (youth, schools, adults, seniors)	<p>To understand the services provided by EGHS to patients, the events held by EGHS, fundraising and sponsorship opportunities.</p> <p>Publication of good news stories and issues/challenges facing EGHS</p>	<p>Media/Social Media</p> <p>Community Liaison Manager meetings with Auxiliaries</p> <p>Information to Ararat's large businesses about upcoming events for inclusion in their company newsletters</p>	<p>Local, state and health-focused media</p> <p>Social Media</p> <p>Brochures</p> <p>Email</p>	Community Liaison Manager
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	<p>Board</p> <p>CEO</p> <p>Executive</p>
Health industry	<p>To be kept informed of major projects undertaken by EGHS</p> <p>To be kept informed of issues/challenges facing small rural health services</p>	Meetings with Health Department and health industry officials	Meetings between CEO/Executive and health industry officials	<p>Board</p> <p>CEO</p> <p>Executive</p>
Local, state and health-focused media	To be kept informed of news affecting the health service, staff, events and patients	<p>Print, Radio and TV</p> <p>Social Media and Website</p>	<p>Print and Radio media advertising campaigns.</p> <p>Media Releases in local and wider region print media</p> <p>Regular Social Media posts</p> <p>Regular EGHS website updates</p>	Community Liaison Manager



Stakeholder	Communication need	Communication method	What and when	Who is responsible?
Schools	Health promotion	Meetings with school leaders/forums with students	Managers to meet with school leaders and arrange health forums	Managers/staff





# KEY MESSAGES

- East Grampians Health Service Board is proactive in implementing the EGHS Strategic Plan
- East Grampians Health Service improves 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 works with the EGHS Building for the Future Foundation to provide bursaries to staff and provide funding for special purpose projects and equipment, ensuring the long term viability of 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 communication messages
Staff	<p>What standards are expected</p> <p>What the targets are (where relevant)</p> <p>What projects/models of care are being implemented and why</p> <p>Who is responsible for what</p> <p>How they can input</p>	<p>We appreciate what our staff do</p> <p>We value staff involvement</p> <p>We all have our part to play</p> <p>Work together to have an inclusive and supportive environment to work in</p>
Patients/consumers	<p>What services are available</p> <p>How to access services</p> <p>What hospitals are doing to ensure safety and quality for patients/consumers.</p>	<p>We care for patients/consumers</p> <p>We value patients/consumers</p> <p>Patient/consumer safety is key</p>
Carers	<p>What services are available</p> <p>How to access services</p> <p>What ongoing support is available for carers</p> <p>Made to feel part of the care team.</p>	<p>We value the input of carers and their involvement in the overall health plan of their loved one</p>
Volunteers	<p>What standards are expected</p> <p>Job description</p> <p>Volunteers' rights and responsibilities</p>	<p>We value the input of volunteers and their involvement in the various departments of the health service</p> <p>We work together as a team</p>
Auxiliary members	<p>Fundraising objectives</p> <p>Community Liaison Manager to work with Auxiliaries on fundraising events</p> <p>Assistance available to Auxiliary members via Community Liaison Manager</p>	<p>We value the work of Auxiliaries in raising valuable funds for EGHS services and equipment and creating a supportive community</p>



Audience	What they need to know	Key communication messages
<p>Ararat and wider regional Ararat community, including youth, adults, seniors</p>	<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> <p>EGHS is striving to be a leader in rural health care</p>
<p>Local, State and Federal Government</p>	<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> <p>EGHS is an active participant in shaping State and Federal Government policy</p>
<p>Health industry</p>	<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>
<p>Local, state and health-focused media</p>	<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>

# MEASUREMENT OF IMPLEMENTING COMMUNICATION AND MARKETING STRATEGY/EVALUATION PLAN

The Communication and Marketing Strategy will be measured annually and a report provided by the Community Liaison Manager 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 submitted to the Board evaluating the Communication and Marketing Strategy's performance for the year, including measuring and reporting the results and statistics for EGHS social media.

## REFERENCE DOCUMENTS

**EGHS Social Media Policy – SOPP 7.06**

**Appendix 1: Communication and Marketing Plan 2023-2024**

**Appendix 2: EGHS Board Reputation Plan**

**Appendix 3: EGHS Social Media Guide (Porter Novelli)**