

Yee Hong Centre for Geriatric Care Strategic Communications Plan 2011 – 2013

Background

This Strategic Communications Plan is the first of its kind to be designed and implemented at the Yee Hong Centre for Geriatric Care. It serves to address the communications needs specific to the Centre and follows the strategic principles defined by the Corporate Strategic Plan. The development of this plan became a priority with the Centre's successful recruitment for the new part-time Director of Communications role. The Director of Communications leads the Centre's communications activities with Centre staff, while working together with the communications functions of Yee Hong Community Wellness Foundation for events, fundraising, Annual Report and website production as required.

Purpose

This Strategic Communications Plan outlines the priorities and directions for communications activities in relation to the organization's strategic directions as defined by the Strategic Plan. It is designed to address the corporate communications needs by audience group, aligning with the client-centered philosophy the organization adopts. Activities outlined in the plan are to be implemented by various functions within the Centre.

Scope

This Plan covers the 2011 – 2013 calendar years. It is designed to address mainly external communications needs of the organization.

Plan Commission

This Plan is produced according to an organizational priority defined by the Board of Directors and the Chief Executive Officer. Members of Corporate Leadership, Board of Directors and the Government and Stakeholder Relations Committee are involved in the planning and approval processes of this Plan. The themes and directions outlined in this Plan are designed according to existing and projected organizational and community needs. By signing off on this Plan, members agree that the communications activities carried out by the Centre are to be governed by the directions outlined in this Plan, and that this Plan will evolve according to the changing needs of the organization and/or the community.

Yee Hong's Mission

To enable seniors of different background and needs to live their lives to the fullest – in the healthiest, most independent and dignified way.

Key Themes for Communications in 2011 - 2013

OVERARCHING THEME – Yee Hong makes a difference in the quality of life in the community	
Internal Service Providers	Yee Hong provides a visionary, challenging and rewarding work environment
Service Users & External Stakeholders	Yee Hong strives to address unmet needs and enable a high quality of life in the community

Communication Themes & Directions and Key Messages by Target Audience Group

1. INTERNAL THEME: Yee Hong provides a visionary, challenging and rewarding work environment

Internal Service Providers	Communications Objectives
All staff members of any paid capacity	re-educate and renew Employer of Choice priority; retain and recruit staff by boosting morale and fostering loyalty
Physicians, dietitians and other affiliated health care providers	re-educate and renew Employer of Choice priority; recruit and retain affiliated health care providers by boosting morale and fostering loyalty
Volunteers, including Board and Committee members	re-educate and renew Employer of Choice priority; recruit and retain volunteers by boosting morale and fostering loyalty

Key Messages, Tactics and Timelines

Channel+Audience+Timeline Key Messages	Staff							Hlth Pros	Volunteers		
	GSM / QF	Mgmt Ldsp Trn	Pay Stub	Dept Mtg	Staff Orien'tn	Staff Nwsltr	Staff Recog	PAC / MAC	Orient-ation	News-letter	Recog Party
<i>Yee Hong is committed to playing the role of Employer of Choice, recruiting and retaining loyal staff and volunteers</i>											
Respectable Corporate reputation (enhancement & protection) as a leader in providing culturally appropriate care	Ongoing	Ongoing		Ongoing	Ongoing	Ongoing	Ongoing		Ongoing	Ongoing	Ongoing
Visionary and strategic leadership which provides clear direction, vision, core values, strategic priorities, goals and objectives	Ongoing	Ongoing		Ongoing	Ongoing			Ongoing	Ongoing		
Valuing employees through fair compensation, rewards and recognition which is comparable to that of similar organizations	2012-13	2012-13	2012-13			2012-13					
Value the high quality service staff & volunteers provide & appreciate their loyalty	Ongoing	Ongoing			Ongoing	Ongoing	Ongoing			Ongoing	Ongoing
Valuing the work of volunteers by equipping them with appropriate training and providing a safe working environment									Ongoing		

Channel+Audience+Timeline Key Messages	Staff							Hlth Pros	Volunteers		
	GSM / QF	Mgmt Ldsp Trn	Pay Stub	Dept Mtg	Staff Orien'tn	Staff Nwsltr	Staff Recog	PAC / MAC	Orient-ation	News- letter	Recog Party
Supportive, healthy and safe work environment				Ongoing	Ongoing				Ongoing		
o Staff Satisfaction Survey	2012	2012		2012		2012					
o Work Life Pulse Survey	2012	2012		2012		2012					
o Healthy Workplace Charter	2013	2013		2013	2013	2013					
Meaningful and challenging high performance work; and leadership training and advancement opportunities				Ongoing	Ongoing					Ongoing	Ongoing
o Accreditation	2012	2012		2012	2012	2012	2012	2012	2012	2012	2012
o Patient Safety survey	2012	2012		2012				2012			
o Benchmarks from HQO 2012	2012	2012		2012	2012	2012		2012			
o Scorecard	2013	2013		2013	2013	2013					
Open & effective communication	Ongoing			Ongoing	Ongoing						
o Staff Survey & results	2012	2012		2012	2012	2012					
o Harassment & Whistleblower education	Ongoing	Ongoing		Ongoing	Ongoing	Ongoing					
o Staff questions & suggestions	Ongoing	Ongoing		Ongoing		Ongoing					
o Participation in Quality Cttee								Ongoing			
Providing ongoing training relating to professional duties & workplace health & safety to staff, encourage staff to participate	Ongoing	Ongoing		Ongoing	Ongoing	Ongoing					
Maintaining these values to the best of our ability for both unionized and non-unionized staff	Ongoing			Ongoing	Ongoing	Ongoing					
Future corporate developments	As Required			As Required		As Required					
o CEO Transition	2011-12			As Required		2011-12		2011-12			
o Unionization / Collective Agmt	2012	2012	2012	2012		2012					
Pride in what WE do	Ongoing			Ongoing	Ongoing	Ongoing			Ongoing	Ongoing	Ongoing
Collegiality in team work	Ongoing			Ongoing	Ongoing	Ongoing			Ongoing	Ongoing	Ongoing
Yee Hong strives to address the unmet needs of the community as per its Strategic Plan											
Advocacy for additional LTC beds	2011-13			2011-13		2011-13			Ongoing	Ongoing	Ongoing

2. SERVICE USER & EXTERNAL THEME: Yee Hong strives to address unmet needs and enable quality life in the community

Service Users & External Stakeholders	Communications Objectives
Nursing Home Residents and Families	to strengthen contacts and influence on family and residents
Prospective and Existing Social Service Program Users, including seniors on Yee Hong waiting lists	to strengthen contact and provide support
Community Partners including Government agencies, Community Organizations, Hospitals, Academic and Research Institutes, Suppliers	re-educate and renew Employer of Choice priority; recruit and retain volunteers by boosting morale and fostering loyalty
Media & General Public	to strengthen contacts and expand reach for improved communication impact on media and general public; for client, partner and donor attraction

Key Messages, Tactics and Timelines

Channel+Audience+Timeline Key Messages	Residents & Families				Prospective Users				Partners	Media & Public	
	Resident Council	Family Council	Fam Cl Day	Family Nwsltr	Brochure	Website	WT Nwsltr	Annual Report	Outreach	Telethon	Ops & Interview
<i>As a Provider of Choice, Yee Hong engages in continuous innovation to improve the quality of life of our residents:</i>											
Dementia Care: specially trained staff, sensory stimulation programs, pathfinding indications for easy orientation in facilities	2011	2011	2013	2011	2011	Ongoing	2011	2011		2010	2010-11
Yee Hong demonstrates leading-edge innovation by participating in healthcare improvement research with authoritative bodies to help improve the experience of seniors in nursing homes			2013		2011	Ongoing	As Required	As Required		As Required	As Required
Users' engagement in Quality Committee		2013	2013	2013							
Yee Hong minimizes transfers to hospitals by ensuring timely and accurate delivery of medical services as required, via: <ul style="list-style-type: none"> o leveraging Ontario Telemedicine Network o leveraging hospital nurse led 	2012	2012	2013	2012		Ongoing	2012	2012		2012	2012-13

Channel+Audience+Timeline Key Messages	Residents & Families				Prospective Users				Partners	Media & Public	
	Resident Council	Family Council	Fam Cl Day	Family Nwsltr	Brochure	Website	WT Nwsltr	Annual Report	Outreach	Telethon	Ops & Interview
<ul style="list-style-type: none"> ○ outreach teams ○ leveraging supplier relations to ensure a high level of compliance with policies relating to service excellence 											
Yee Hong ensures seamless transfer of residents to hospitals by adopting a joint patient health info portal with hospitals	2012	2012	2013	2012		Ongoing	2012	2012		2012	2012-13
Yee Hong is committed to training & public education re: Client Safety & Elder Abuse	2011-12	2011-12	2013	2011-12		Ongoing	2011-12				2011-12
Impact of <i>Long-Term Care Homes Act</i>				2012							
Accreditation Canada 2012				2012		2012	2012	2013			2012
Benchmarks from HQO			2013	2012		2012	2012	2013			2012
Scorecard				2013		2013	2013	2013			2013
Future corporate developments: service and staffing changes:	As Required	As Required		As Required		As Required	As Required	As Required			As Required
○ CEO Transition	2011-12	2011-12		2011-12		2011-12	2011-12	2011-12	2011-12		2011-12
<i>As a leader in culturally appropriate care, Yee Hong makes a difference in people's lives by providing a Continuum of Care to enable community members & seniors on nursing home waiting lists to enjoy a high quality of life through public education & support programs:</i>											
Adult Day Program					2011	Ongoing			2011		2011
Caregiver Support Group		Ongoing	2013	Ongoing	2011	Ongoing	Ongoing				Ongoing
Supportive Housing						Ongoing				Ongoing	Ongoing
One-Stop Full-Range Medical Services					2011	Ongoing	Ongoing	Ongoing		Ongoing	Ongoing
CDSMP					2011	Ongoing	2010-11	2010-11	2010-11	2010-11	2010-11
Dementia Public Education						Ongoing					2010-11
Pre-retirement Education						2012-13			2012-13	2012-13	2012-13
Age groups served include caregivers, pre-seniors & seniors						2012-13	2012-13	2012-13	2012-13		2012-13
<i>Yee Hong strives to address the unmet needs of the community as per its Strategic Plan</i>											
Advocacy for additional LTC beds	2010-13	2010-13		2010-13		2010-13	2010-13	2010-13	2010-13		2010-13
Yee Hong is the access point to					2011	Ongoing			Ongoing		Ongoing

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	Resident Council	Family Council	Fam Cl Day	Family Nwsltr	Brochure	Website	WT Nwsltr	Annual Report	Outreach	Telethon	Ops & Interview
broad range of senior services o Social Services & Public Ed o Nursing Home o Interdisciplinary medical & rehab services o Government services											
Yee Hong is accountable to the govt agencies & public funding					Ongoing	Ongoing	Ongoing	Ongoing			Ongoing
Yee Hong is a good steward of public funding & champion of ministry goals; inadequate funding > Government Relations for legislation consultation									Ongoing		
Volunteer contribution is valued										Ongoing	Ongoing
CALL TO ACTION: Do your part - help us make a diff in more lives					Ongoing	Ongoing	Ongoing	Ongoing		Ongoing	Ongoing
Yee Hong is committed to playing the role of Employer of Choice, recruiting and retaining loyal staff and volunteers to deliver quality care											
Quality Commitment to clients and public				2012	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Staff Recruitment: Quality Care & Quality WorkLife						Ongoing					Ongoing

Approvals & Signoffs

Name	Version	Date
Corporate Leadership Team (Review)	2.6	October 15, 2010
Florence Wong (Signoff)	2011 Update	December 14, 2011
Kaiyan Fu (Signoff)	2012 Update	September 20, 2012
GSRC (Signoff)		December 14, 2011
Centre Board (Signoff)		December 14, 2011

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