

**2015**

# **ALBERNI CLAYOQUOT HEALTH NETWORK COMMUNICATIONS AND ENGAGEMENT GUIDE**

This is a living document developed to assist in providing direction to the Alberni Clayoquot Health Network in communications and engagement with stakeholders in the Alberni Clayoquot Regional District.

# TABLE OF CONTENTS

Introduction.....	2
Communication Plan Goals and Objectives.....	2
Local Context.....	3
Communication and Engagement Best Practices.....	4
Stakeholder Analysis.....	5
Stakeholder overview.....	5
Network Stakeholders.....	6
Network Partners.....	7
Table of Partners.....	8
Additional Resources, Guides and Reading.....	9
Appendix A: Newsletter.....	10
Appendix B: Social Media.....	11
Appendix C: Website.....	12
Appendix D: Briefing Note Template.....	13
Appendix E: Action Table Meeting Summary.....	14

# INTRODUCTION

This is a living document intended to provide recommendations and next steps for the Alberni Clayoquot Health Network (ACHN) around communications and engagement with stakeholders. Recommendations within this document serve to assist in planning for communications tools and recommendations for implementation of the approach.

The regional health network model presents a unique opportunity for the region to unite, addressing priorities around social indicators while being cognisant of regional realities and sensitivities. This plan takes into account communication objectives, local context and tools to build network capacity. Networks provide unique opportunities to utilize partnerships in new and exciting ways. By providing a mechanism for community partners to share and listen, ensuring that voices are heard and information is captured in a meaningful way. Information in this document is based on stakeholder analysis, information sourced through community stakeholder interviews as well as tips from local community engagement experience and best practices. A list of helpful documents is included for reference.

## COMMUNICATION PLAN GOALS AND OBJECTIVES

Community development and engagement activities aim to increase capacity, identify and meet regional needs. Clear communications assist to facilitate relationship development while shaping the conversation between partners. Communications which acknowledge realities of the region increase the inclusion and buy in from partners.

### *OBJECTIVES*

- 1. Link community initiatives and build regional capacity.**
  - Facilitate dialog
  - Foster a common message
- 2. Capture the diversity of local knowledge in our region.**
  - Strengthen relationships and mechanisms to communicate with stakeholders
  - Create a strategy to gather and distribute information
  - Ensure communications and visuals are reflective of regional realities
- 3. Support the development and distribution of educational material aimed at addressing social determinants and strategic priorities identified by the Network and regional needs.**

### *GOALS*

- 1. Identify communication mechanisms and strategies to develop an inclusive and transparent structure to support the ACHN.**
- 2. Identify target audience and match with appropriate communication tools.**
- 3. Develop consistent communication policy which supports network development in the region.**
- 4. Identify communication roles and responsibilities.**



## COMMUNICATION AND ENGAGEMENT BEST PRACTICES

From experience in community development and advocacy several key communication and engagement tips can be highlighted which assist to frame and address further communication plan recommendations.

### *FRAME THE ISSUE(S), DEFINE THE SCOPE*

A key strength of networks is their ability to build capacity by aligning stakeholders for a united purpose. Individuals and communities generally support initiatives that resonate, that are representative of their experiences. We must acknowledge regional realities and opportunities when presenting information while ensuring that the intent of our communications and initiative are well defined so stakeholders can make informed decisions about their participation, roles of those involved as well as what results are anticipated. Information about what they can expect, receive and the timeline associated with these activities should be presented at every opportunity.

### *GENUINE ENGAGEMENT PRACTICES*

We aim to unite the region around shared priorities. To do so we must work with a variety of unique organizations and communities that have firsthand experiences dealing with the realities of these identified priorities. Their voices are valuable, the work is hard and they all need to feel heard. Local knowledge strengthens our collaborative voice; it should inform our decisions and approaches. We can frame the issues so stakeholders feel that their voice is included but we must also develop mechanisms which can be counted on to engage and report back. This assists in relationship building, partnership development and overall perception of an initiative. Communications and images used by the network must be as reflective of the local population as possible to ensure stakeholders have the ability to feel like they belong and can be of value in the ACHN.

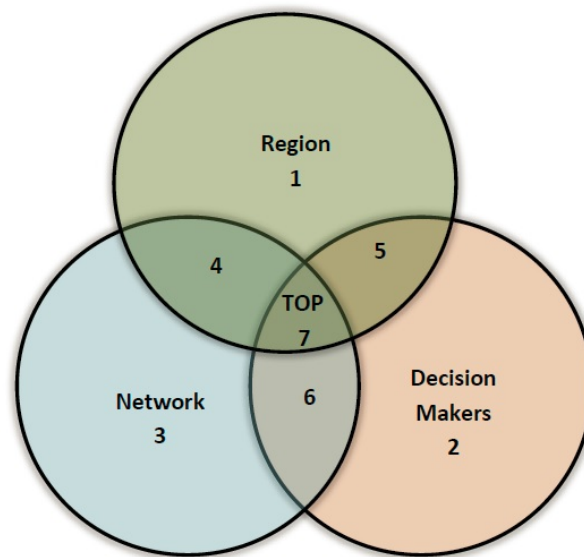
### *EFFECTIVE COMMUNICATIONS*

To develop trust and effective engagement processes, we need effective communications. Communications should be targeted to specific groups while being inclusive. A variety of new and different approaches can be applied by the network while still engaging stakeholders and mechanisms already in place. When developing effective communications the ACHN will employ the following best practices

1. Stakeholder analysis for projects
2. Identify who needs what information, ensure all information is accessible upon request
3. Plain language communications, reduce industry jargon to ensure increase impact of multidisciplinary network
4. Timelines set and communicated for activities and updates on initiatives
5. Communications to and from the Network are effective, deliberate and handled through a transparent process

# STAKEHOLDER ANALYSIS

Communications is central to building strong networks with the ability to leverage support from a broad stakeholder group. The following stakeholder analysis outlines communication tools which may be implemented based on key stakeholder groups. These tools are outputs of the network which can assist in building regional conversations around identified ACHN priorities and provide value to stakeholders of the ACHN.



This form of stakeholder analysis assists to frame influence of stakeholders on the network and can be used as a starting point to identify tools based on stakeholder interest, need and influence. All communication tools should be publicly available but targeted communications ensure the right audience is receiving the right amount of information in a format which is appropriate to their needs. Templates and general guidelines for ACHN communications are available in appendixes of this document to be adapted as needed.

## STAKEHOLDER OVERVIEW

In order to target communications and develop policy and protocol which address the unique needs of network communications stakeholders have been placed in seven groupings which represent three levels of influence. Stakeholders in the outer three circles (1 -3), Network Stakeholders, represent organizations and individuals who have some influence over the ACHN requiring general information and mechanisms to collect and distribute information to inform decision making with in the ACHN. Stakeholders in areas with two circles intersecting (4 - 6), Network Partners, represent organizations and individuals who require additional communications supports from the ACHN with increased influence on decisions made at the ACHN table or memorandums outlining more formal relationships. The intersection of all three circles represents the ACHN Table of Partners, stakeholders which require the most information with influence and decision making authority over the ACHN. The following section is a breakdown of each grouping with further definition, targeted tools for each identified group as well as communications protocol.

## NETWORK STAKEHOLDERS

Network stakeholders are individuals and organizations in the region which the ACHN must engage to gather and distribute information. Information targeted to this stakeholder group is catered to those with limited awareness of the ACHN but represents general communication processes for the network. This stakeholder grouping is integral to informing the ACHN in priority setting through active (participation in surveys, events and focus groups) and passive (health social and other regional data) means of information collection. Communications targeted to this stakeholder group assists in building momentum for Network activities, increases overall understanding of Network priorities and should be easily accessible in plain language formats for interested participants.

1. Regional Stakeholders	2. Decision Makers	3. Network
<ul style="list-style-type: none"> <li>• Not currently active in ACHN</li> <li>• Can include general public, organizations and industries not commonly engaged in health</li> </ul>	<ul style="list-style-type: none"> <li>• Decision makers not commonly engaged in health</li> <li>• Ministries, leaders and other community representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Organizations, communities and community members</li> <li>• Engaged in some aspect of Network communications or activities</li> </ul>

<b>Goals</b>	<ul style="list-style-type: none"> <li>• Increase information flow to and from the ACHN</li> <li>• Increase ability to communicate health related information and education in the region</li> <li>• Support regional initiatives and information distribution through cross pollination of ideas, initiatives and events</li> <li>• Build relationships and capacity to influence health outcomes</li> </ul>
<b>Protocol</b>	<ul style="list-style-type: none"> <li>• ACHN Coordinator will lead outreach and engagement activities with network stakeholders with the assistance of working groups or action tables as needed</li> <li>• Network Stakeholders may engage the ACHN through the Coordinator, Chair or Table of Partners; presentations to the Table of Partners will be encouraged</li> <li>• The ACHN decision making framework will be utilized to ensure consistency</li> <li>• Communication action plans will be developed for large campaigns aimed at addressing priority areas</li> </ul>

<b>Mechanisms</b>	
<b>Engagement</b> <ul style="list-style-type: none"> <li>- Regional capacity building and education workshops based on strategic priorities</li> <li>- Information meetings, focus groups and forums</li> <li>- Presentations targeted to ACHN activities and priorities to leadership and key community groups</li> </ul>	<b>Information Distribution</b> <ul style="list-style-type: none"> <li>- Bi weekly Facebook page posts: plain language education, cross posting of regional events and initiatives or ACHN information</li> <li>- Quarterly newsletter: concise summary of network activities, partners updates, opportunities</li> <li>- Plain language education on identified topics for distribution in print, radio and/or television</li> <li>- Website to host information produced by the network and partners, education on social determinants and links to information to aid in cross pollination of initiatives</li> <li>- One page summaries of strategic priorities and key topics</li> </ul>

## NETWORK PARTNERS

Network partners are stakeholders who the ACHN aims to engage with to validate activities, inform direction of work and collaborate with in order to leverage resources around strategic priorities and advance regional health objectives. Network partners will have access to all general engagement and communication tools targeted to Network Stakeholders. This group requires additional communication and engagement tools to facilitate relationship development and collaboration to meet shared goals.

4. Action Tables	5. Local Governments	6. Organization Leads and Decision Makers
<ul style="list-style-type: none"> <li>•Groups formed or supported by ACHN</li> <li>•Aligning with ACHN Strategic Priorities and Plan</li> </ul>	<ul style="list-style-type: none"> <li>•ACRD</li> <li>•Local Municipalities</li> <li>•10 Nuu-chah-nulth Nations</li> <li>•6 Electoral Districts</li> </ul>	<ul style="list-style-type: none"> <li>•Non profit and government partners</li> <li>• Managers and executive</li> <li>•Hold knowledge or have ability to leverage resources</li> </ul>

<p><b>Goals</b></p>	<ul style="list-style-type: none"> <li>•Provide concise information to key stakeholders</li> <li>•Engage targeted individuals, decision makers and community groups to increase impact around strategic priorities</li> <li>•Increase awareness of strategic priorities and ability to leverage resources</li> <li>•Build relationships and process to engage the community voice</li> </ul>
<p><b>Protocol</b></p>	<ul style="list-style-type: none"> <li>•The ACHN Coordinator will lead engagement with network partners with the support and direction of the ACHN Table of Partners</li> <li>•ACHN Coordinator will prepare and provide appropriate communication tools for the Table of Partners and Network Partners to access</li> <li>•ACHN Table of Partners and Network Partners will be accessed for community information and guidance</li> <li>•ACHN coordinator will support Network Partners through communications and coordination</li> <li>•ACHN decision making framework will be employed to ensure consistency</li> </ul>

Mechanisms	
<p><b>Engagement</b></p> <ul style="list-style-type: none"> <li>-Presentations and information sessions</li> <li>- Facilitated dialog and meetings specific to strategic plan and direction</li> <li>- Facilitate connections between initiatives and partners to build capacity</li> <li>- Networking and engagement sessions specific to strategic priorities</li> </ul>	<p><b>Information Distribution</b></p> <ul style="list-style-type: none"> <li>-Briefing notes for local government and decision makers</li> <li>- One page summaries of strategic priorities</li> <li>- Annual report , strategic plan and other reports to summarize activities and direction identified by engagement community process</li> <li>- Meeting minutes, reports and information documents will be hosted on website for access and education</li> </ul>



## TABLE OF PARTNERS

The ACHN Table of Partners (ToP) is made up of local decision makers and knowledge holders which represent a broad range of regional stakeholders. The ACHN aims to source membership from key stakeholder groups to ensure regional organizations involved in strategic priorities, rural and remote communities and first nation community voices are represented at the table. The Table of Partners as an executive table for the ACHN and has a central role in decision making for the Network activities as well as support for Network activities. At this level of intersection in the stakeholder analysis it is important to define roles and responsibilities of members at the table.

Table of Partners Role	Table of Partners Responsibility	Coordinator Role	Coordinator Responsibility
<ul style="list-style-type: none"> <li>•Review and approve action plans</li> <li>•Provide input from stakeholder group and/or organization represented</li> </ul>	<ul style="list-style-type: none"> <li>•Facilitate connections by bringing information to Coordinator and/or ToP Table</li> <li>•Assist in network and relationship development</li> <li>•Provide support in communications to and from the Network</li> </ul>	<ul style="list-style-type: none"> <li>•Facilitate planning</li> <li>•Present plans to ToP for input and decision</li> <li>•Facilitate implementation with assistance from ToP and network partners</li> </ul>	<ul style="list-style-type: none"> <li>•Prepare clear cocise communications</li> <li>•Facilitate engagement and communications</li> <li>•Facilitate implementation</li> <li>•Provide updates and information to ToP in a timely fashion</li> </ul>

### Goals

- Lead the development and ongoing refinement of community engagement
- Utlize collective knowledge and connections to increase engagement and education in region
- Increase awareness of strategic priorities and ability to leverage resources
- Build relationships and process to engage the community voice

### Protocol

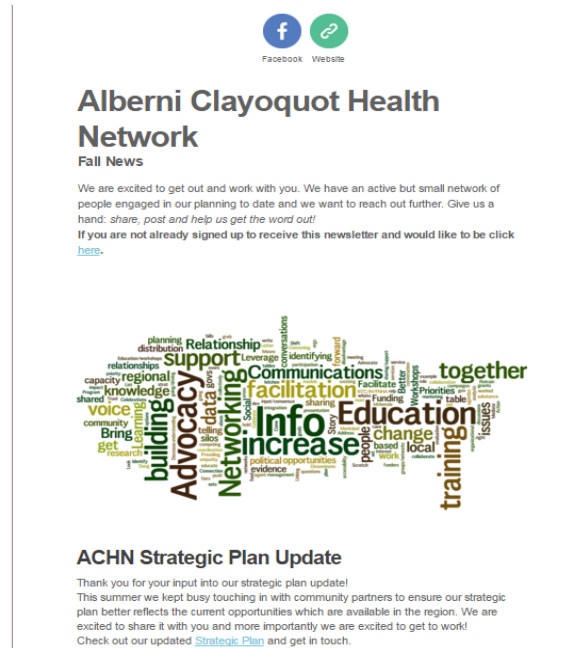
- The ACHN Coordinator will lead engagement with the support and direction of the ACHN Table of Partners
- ACHN Coordinator will prepare and provide appropriate communication tools for the Table of Partners
- ACHN Table of Partners will be accessed as resrouces for information, distribution and guidance when necessary
- ACHN decision making framework will be employed to ensure consistency

Mechanisms	
<b>Engagement</b> <ul style="list-style-type: none"> <li>- Monthly ToP meetings</li> <li>- Coordinator to source and coordinate presentations to the ToP which align with strategic priorities</li> <li>- ToP will assist to identify opportunities to include network in regional engagement opportunities</li> </ul>	<b>Information Distribution</b> <ul style="list-style-type: none"> <li>- Coordinator will present information at monthly meetings for information purposes or decisions on planning and action</li> <li>- ToP members will utilize networks to assist in identification, gathering and distribution of information</li> <li>- Coordinator will work with ToP to identify, develop additional mechanisms and protocol for communication</li> </ul>

## ADDITIONAL RESOURCES, GUIDES AND READING

- International Institute of Public Participation – resources & practitioner tools on communications and public engagement <http://www.iap2.org>
- Stanford Social Innovation Review - Collective Impact article [http://www.ssireview.org/articles/entry/collective\\_impact](http://www.ssireview.org/articles/entry/collective_impact)
- Guidebook - A Citizen's Guide to Community Social Planning. Social Planning and Research Council of BC – Available from SPARC BC
- Community Engagement Toolkit - [www.sparc.bc.ca/component/.../534-community-engagement-toolkit.pdf](http://www.sparc.bc.ca/component/.../534-community-engagement-toolkit.pdf)
- The Art of Powerful Questions - <http://www.sparc.bc.ca/the-art-of-powerful-questions>
- Splash and Ripple - [http://www.hc-sc.gc.ca/ahc-asc/pubs/\\_contribution/ripple-ricochet/index-eng.php](http://www.hc-sc.gc.ca/ahc-asc/pubs/_contribution/ripple-ricochet/index-eng.php)
- Affinity Diagram - <http://www.balancedscorecard.org/portals/0/pdf/affinity.pdf>
- Planning for the Seasons – Success by Six - <http://www.successby6bc.ca/what-we-do/resources/planning-seasons-aboriginal-strategic-planning-project>
- World Café Method and Resources - <http://www.theworldcafe.com/toolstore.html>

# APPENDIX A: NEWSLETTER



The ACHN newsletter distribution list is one of the first ways in which the network began engaging community stakeholders. In order to sustain this mode of communication and grow the distribution list the ACHN sought information from stakeholders during the Strategic Plan update. Information from stakeholders has informed the following goals and operating guidelines.

## GOALS

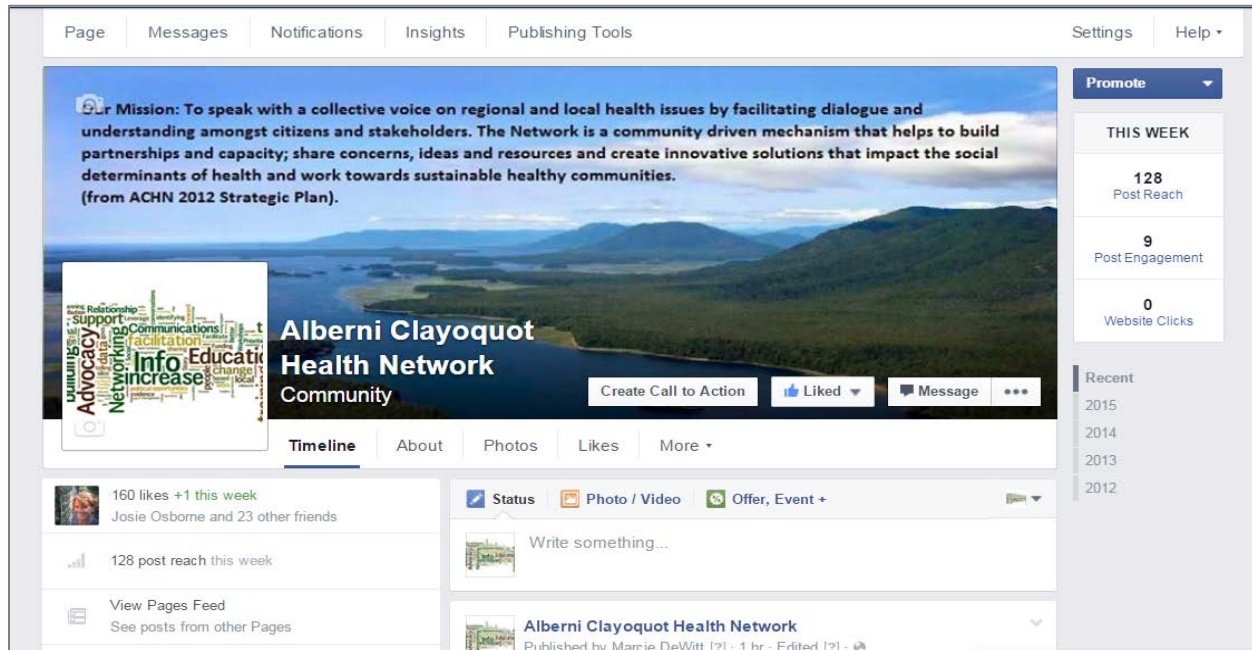
- Engage regional stakeholders, utilizing this platform to share network information and updates as well as information from community stakeholders to support initiatives.
- Actively address network goals, sharing information on action tables, work to date and priorities to increase knowledge and buy in for the network.
- Grow distribution list through cross pollination of information and sharing through networks of the Table of Partners members.

## OPERATING GUIDELINES

- Newsletter will be distributed quarterly at the minimum with special editions and announcements distributed as needed but no more than once a month.
- Information in the newsletter will aim to highlight regional successes, organizations, resources and initiatives to build partnerships and understanding of the networks intent to 'network the networks'.
- Newsletter list and distribution will be managed through the online system mail chimp in order to facilitate the tracking of list subscriptions/unsubscribes, newsletter opens, clicks and shares as well as readership through URL links.
- The ACHN Coordinator and Table of Partners will be encouraged to share widely to increase information distribution.

## APPENDIX B: SOCIAL MEDIA

Social media platforms will be utilized by the network to engage the general population, inform, engage and cache information pertaining to network priorities while cross pollinating information from community stakeholders. At the present time Facebook is the primary mode for network social media, other modes can and will be utilized based on stakeholder input and usage. Special projects may necessitate the network initiating campaigns on other social media platforms.



### GOALS

- Engage stakeholders on a variety of topics related to social determinants of health.
- Spark thought and conversation through sharing of education and resources.
- Cross pollinate and support initiatives from community stakeholders for mutual support.
- Increase ability to communicate and engage to a wide audience.
- Utilize page(s) to cache information and resources.

### OPERATING GUIDELINES

- Coordinator will maintain page(s), posting a minimum of 1 post per week and maximum of 1 post per day.
- Page(s) metrics will be monitored; posts will be scheduled based on usage trends and post type popularity, aiming to maintain and grow from a post reach of 100 per day.
- Table of Partners will be encouraged to cross post and assist the network to grow the page.
- Additional social media sites will be investigated and propagated based on stakeholder usage and input and on an as needed basis. Sites such as Instagram may be accessed for special projects and population of local images.

## APPENDIX C: WEBSITE

Through stakeholder interviews and preliminary scans with the ACHN Table of Partners the will for a network website has been observed. Stakeholders have expressed the need for an information hub which has the ability to link regional information, resources and communications. From stakeholder interviews and preliminary scans the following goals and parameters have been established to inform development.

### GOALS

- Provide a forum to host information and links to regional resources, linking to resource directories and networks in the region to increase dissemination and cross pollination of information.
- Present a holistic picture of the lifespan utilizing key milestones to organize the site.
- Host research, regional data and communications campaigns to increase information dissemination to the general public and ensuring easy access to policy papers/one pagers for decision makers.
- Aim to support local resources already present and reduce duplication.

### PARAMETERS AND WISH LIST

- Emphasis on visual content, home page to be visual depiction of lifespan, plain language will be emphasized to ensure easy access for most literacy levels and industry partners
- Site will host general information on lifespan milestones as a 'hook' to attract interest and increase education with the ability to click for further resources, research and communications.
- Links to resources directories and regional resources to network the networks.
- Site to host research and links to local data organized through lifespan milestones, social determinant topic area or ACHN priority.
- House ACHN information, minutes and reports.
- Site will host local policy papers, one pagers and other policy tools for use by decision makers and as a tool to increase awareness of regional needs.

## APPENDIX D: BRIEFING NOTE TEMPLATE

A basic briefing note should be one to two pages and contain the following information. ACHN briefing notes may be stylized or contain additional info based on issue topic and stakeholder who is in receipt of information. For the purposes of the communications plan a basic template is presented to build from.

### TITLE

### INTRODUCTION

*The Alberni Health Network....*

### BACKGROUND

General information: *Transportation and access to basic needs are recognised by the World Health Organization as one of ten social determinants of health...*

Regional/specific information: *Overall the area has relatively poor health status compared to Island Health and BC on the whole. The attached table outlines the significant barriers faced by far west coast communities in the region in accessing food, health services and employment...*

### LOCAL ACTION

What is being done?

Information should highlight areas of interest to the decision makers it is presented to – for example highlighting work on a regional level with a multiple industry stakeholders is valuable when approaching provincial and federal governments.

*To begin addressing social indicators of health local government, non-profit, government and business partners are working with a multidisciplinary network, Alberni Clayoquot Health Network (ACHN). Over the past two years the region has been working collaboratively to identify next steps and pull together partners to begin addressing the complex issue of transportation and health equity. To be more effective together, the Alberni Clayoquot Health Network spearheaded the conversation about what we can do to improve access in our region and improve health equity the following actions have been taken...*

### INVITATION

What do we require?

*We are requesting a ministry representative to communicate with...*

# APPENDIX E: ACTION TABLE MEETING SUMMARY

*Action Table Name*

Date: \_\_\_\_\_ Location: \_\_\_\_\_

In Attendance: \_\_\_\_\_

\_\_\_\_\_

Regrets: \_\_\_\_\_

\_\_\_\_\_

## Meeting Highlights

1.

2.

3.

## Discussion Points:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Action Items:

1.

2.

3.

## Recommendations

1.

2.

3.