



Community Engagement Strategy Development Committee

Report to the Bluewater Health Board of Directors

January 2010





Life, health and renewal.

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“Community engagement plays an essential role in Ontario’s health care system. Ontario hospitals – the only hospitals in Canada with voluntary, independent boards – are uniquely positioned to build strong links between their organizations, LHINs, other agencies and the communities they serve.”

Tom Closson, President, OHA

1.0 Introduction

1.1 Background

The Community Engagement Strategy Development Committee was established by the Board of Directors on the recommendation of the Governance Renewal Task Force to assist in the development of a broad strategy for community engagement. A number of factors led to this recommendation, including:

- One of the key responsibilities of the Board under the modified Pointer-Orlikoff governance model is "Building Relationships" with key stakeholders.
- Several of the Smith investigation recommendations addressed components of community engagement. Specifically, Recommendation #4 stated that “the Board, working with its Facilitator, should further clarify the role of community advisory panels and community representatives on board committees” and Recommendation #37 stated that “an ad hoc Rural Health Advisory Sub-Committee of the Board should be created to gather input from stakeholders in rural communities”.
- Many other recommendations also addressed aspects of community engagement in a broader sense, including those that called for strengthened relationships with various stakeholders including, but not limited to, physicians, nurses, other staff and the rural community.
- Section 16 (6) of the *Local Health Services Integration Act* (LHSIA) (the legislation which created the LHINs) requires health service providers (including hospitals) to "engage the community of diverse persons and entities in the area where it provides health services when developing plans and setting priorities for the delivery of health services".

Subsequently, the Board approved a new Strategic Plan for the hospital for 2009-12 (**Appendix A**) which included the following as one of five (5) strategic priorities for Bluewater Health (BWH):

Strategic Priority – Exceptional Relationships

“As your community hospital, Bluewater Health will cultivate an environment that values open communication, relationships and partnerships with those we work with and serve”

One of the multi-year goals that supports this Strategic Priority is to ***Engage the community through two-way communication with the public, our donors, community partners, municipal leaders and key stakeholders.***

It is important to note that Bluewater Health has a number of processes and initiatives through which various components of the community have been, and continue to be, engaged. Specific examples at the Board and management level include the broad consultations with various internal and external stakeholders in conjunction with the strategic planning process, the ONA/Bluewater Health partnership task force work, numerous internal and external communications initiatives, presentations to service clubs and other community groups, “Coffee with Sue”, rounding by various managers, etc. A comprehensive inventory of the various internal and external engagement strategies utilized at Bluewater Health is presented in **Appendix B**. The Governance Renewal Task Team sought to develop an overall strategy to tie these various processes together in a coherent framework and to monitor its effectiveness on an ongoing basis.

1.2 Committee Meetings and Process

The Community Engagement Strategy Development Committee membership drew from all stakeholder groups and is set out in **Appendix C**. The Committee held nine (9) meetings and a summary of the topics addressed is provided in **Appendix C**.

The Committee started meeting in the spring of 2009 at various intervals into the summer and fall. Committee communication and document sharing was managed through the use of a wiki¹. The wiki was password protected and allowed for discussion on materials submitted for consideration in the Community Engagement Strategy. The use of a wiki also allowed for participation from members of the Committee if they were unable to attend a meeting.

The original goal was to have a completed Community Engagement Strategy developed and presented to the Board by October 2009. Due to the volume of data, compilation process and time constraints, the delivery date was pushed back to ensure that all relevant elements of community engagement were sufficiently incorporated. The Committee is pleased to present the following report.

2.0 Definition of Community

A “community” can be broadly defined as a group of people who share some kind of bond or characteristic. The *Local Health Services Integration Act* (LHSIA) specifies three “communities” to be engaged:

- Patients and other individuals in the geographic area of the network;
- Health service providers and any other person or entity that provides services in or for the local health system; and
- Employees in the local health system.

“Engagement” refers to a planned process to work with a community to achieve a defined goal. Depending on the nature of the interested stakeholders and the issue, this work may range from

¹ A wiki is a web site that allows files to be uploaded and shared with all wiki members.

simply informing the community that a decision has been taken, to empowering the community to make a decision on the organization's behalf.

The committee found it helpful to simplify the definition of community as follows:

At Bluewater Health, our community is those we work with and serve.

This definition is linked to community engagement in the following statement.

Community engagement enables interaction between Bluewater Health and that community so that its members can be informed and involved in the planning and decision making process for healthcare services and policies that touch their lives.

3.0 Rationale/Benefits for Community Engagement

Generic reasons for developing a community engagement strategy include the following:

- 1) Engagement stimulates the growth of healthy communities. As individuals become more involved with their health care system through engagement processes, they become more aware of ways in which they can take steps to promote health and prevent disease for themselves, their families, and within their communities.
- 2) The community is provided with an opportunity to have appropriate involvement in the development, execution and assessment of hospital plans and decisions in a coherent and comprehensive manner and in a positive context.
- 3) The hospital can be proactive as opposed to having to manage contentious issues on a reactive and piecemeal basis once a crisis develops.
- 4) The community can be better informed and educated about the hospital's budgetary constraints and the performance expectations, as set out in its accountability agreement with the LHIN.
- 5) The community engagement process limits the potential for interests opposed to a hospital decision to use the above requirement under the LHSIA in a legal context to block an initiative on the grounds that the community was not sufficiently engaged in the process.
- 6) The process provides the hospital with the opportunity to determine the level and type of community engagement it needs, including the processes and tools it will adopt for specific issues.

The following statement was developed to describe the rationale and benefits of community engagement for Bluewater Health:

Our mission is to create exemplary healthcare experiences for patients and families every time. Effective community engagement will help us to:

- ***Assess the needs of the community***

- ***Bring diverse voices and differing perspectives into the planning and decision-making process***
- ***Target resources where they are most effective and needed by the community***
- ***Enhance services based on community feedback***
- ***Contribute to better health outcomes for the people we serve***
- ***Support Bluewater Health's accountability to the community***
- ***Build trust and credibility with communities***
- ***Foster positive relationships***
- ***Inspire commitment to Bluewater Health***

4.0 Guiding Principles for Community Engagement at Bluewater Health

The committee thought it important to set out guiding principles for community engagement initiatives at Bluewater Health and agreed upon the following principles and supporting rationales:

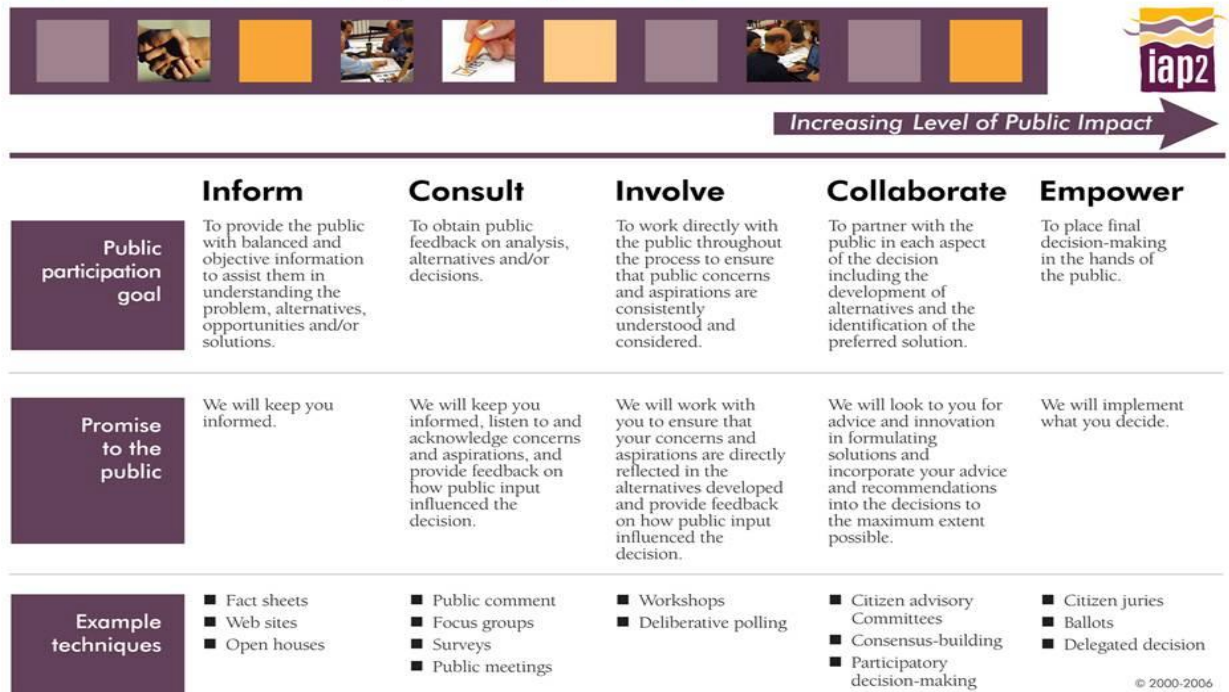
	Principle	Rationale
1	Every member of our community is a stakeholder*. *See Appendix D for stakeholder identification diagram.	At one time or another everyone in our community will have contact with Bluewater Health or will be affected by our decisions. Therefore, on issues of broad public concern, we will engage interested individuals and groups from our community.
2	Diverse voices contribute to better decisions.	Involving individuals and groups from diverse backgrounds who are directly affected by our decisions will result in more informed decisions and outcomes.
3	Communication is a two-way street.	Our purpose is as much (or more) to listen and learn, as it is to inform and educate.
4	In an effort to deliver patient and family-centred care, we will target engagement activities to attract input from patients and other concerned individuals.	Patients and families who have experience in our system are uniquely equipped to share with us important input about what we can do to make Bluewater Health more patient- and family-centred.
5	We will consider the patient's entire health care experience.	The patient experience spills over organizational boundaries, highlighting

	Principle	Rationale
		the need for partnership, cooperation and collaboration with other agencies and partners.
6	We will attempt to bring diverse and marginalized voices into the planning and decision-making process.	This will allow for the consideration of perspectives that would not otherwise be heard.
7	We will be open and transparent in how we share information about Bluewater Health's decision-making with the community.	Bluewater Health routinely consults with the community about key system decisions including planning and policy. All major decisions have multiple (technical, best practice, legislative, or financial) considerations in addition to community engagement. These inputs or constraints will be communicated to the committees and communities.
8	We will engage the community as partners in health care.	Bluewater Health will follow the International Association of Public Participation's (IAP2) Public Participation Spectrum - inform, consult, involve, collaborate, empower. This spectrum and its application to Bluewater Health's community engagement work will be expanded upon in Section 5.
9	We will engage the community with integrity in a way that builds trust and credibility.	Bluewater Health will make reasonable efforts to ensure that community input and recommendations are solicited in time to be fully considered by decision-makers. We make commitments to the community in good faith and will honour them.
10	We will complete the circle of engagement.	Bluewater Health will reconnect with those involved on how their input was considered in decision-making and will monitor and evaluate the effectiveness of its engagement processes.

5.0 Public Participation Spectrum and Application to Bluewater Health

Many organizations have described their community engagement focus using the following “Spectrum of Public Participation” model developed by the International Association of Public Participation (IAP2) as set out below. The committee found the IAP2 spectrum to be very useful in examining the community engagement (CE) activities at Bluewater Health and chose to use the IAP2 spectrum as the basis for its proposed framework.

IAP2’s Public Participation Spectrum



The IAP2 spectrum describes five goals for public participation along a continuum ranging from Informing (with a low level of public involvement) to Empowering (with a high level of involvement). Although the goals lie along a continuum, there is no inherent value judgment implied; each goal can be equally “worthy”. The appropriate goal for a CE process depends on the underlying rationale for CE in that situation. Quite often, a single CE process can span a number of goals, with one goal predominating. In a complex project, there may be different types of engagement at different points in time and for different stakeholders, such as a survey to gather information (Consult), followed by a dialogue to analyze the results and make decisions based on them (Collaborate) with the resulting decision being announced to the broader public (Inform). It is important, however, that the objective in each case is clear and transparent to all stakeholders, to avoid misunderstanding or the creation of unrealistic expectations.

When identifying an organization's CE goal, it is useful to consider the promise or commitment the organization wishes to make to its stakeholders:

- If a decision has already been made and the objective is simply to keep stakeholders informed about an issue, then the CE goal is to **inform**.
- If a decision has not yet been made and the organization commits to keeping stakeholders informed and to listening to and acknowledging their concerns, with feedback on how that input influenced the decision, then the CE goal is to **consult**.
- If the organization commits to reflecting the concerns and aspirations of stakeholders in the alternatives developed and provide feedback on how their feedback influenced the decision, then the CE goal is to **involve**.
- If the organization turns to stakeholders for their advice in forming solutions, and commits to incorporating this advice into decisions to the maximum extent possible, the CE goal is to **collaborate**.
- If the organization commits to assisting stakeholders to manage and control their own process, for example by providing training, resources or other supports, with the stakeholders making the ultimate decision, then the CE goal is to **empower**.

The committee developed an inventory of communication and community engagement strategies, processes and tools currently utilized at Bluewater Health and aligned it with the IAP2 Public Participation Spectrum (**Appendix B**).

6.0 Strengths and Opportunities

The committee used a variety of internal and external information sources and references to support its work and the identification of strengths and opportunities.

Internal sources included:

- 1) Inventory of Internal and External engagement strategies categorized along IAP2's Public Participation Spectrum (**Appendix B**)
- 2) Stakeholder Identification diagram (**Appendix D**)
- 3) Navigator report recommendations and implementation status (**Appendix F**)
- 4) 2008/09 Bluewater Health Strategic Planning process consultations and task team reports
- 5) Physician Management Institute Session Summary February 2009
- 6) Physician Survey October 2007
- 7) Volunteer Feedback Survey 2008
- 8) Pollara Community Attitudes Survey – 2007

Appendix G provides a Summary of Key Findings from items 4 –8 above.

External sources included community engagement plans, frameworks and/or strategies from other hospitals and organizations, the Engaging People - Improving Care (EPIC) Ontario e-resource for community engagement, along with many other references as listed in **Appendix E**.

The Committee made the following observations with respect to the strengths and opportunities in Community Engagement at Bluewater Health.

Bluewater Health currently has a robust combination of community engagement strategies. These are outlined in detail in the Internal/External Engagement Inventory (**Appendix B**). Bluewater Health engages in three basic categories of community engagement: interpersonal, print media and electronic media. There is a vibrant array of community engagement strategies that involve personal contact with stakeholders at various intervals depending on the issue, from *Coffee with Sue* to speaking engagements by senior staff and board members. Bluewater Health also utilizes print media very effectively with both internal and external stakeholders. These strategies should be continued and be enhanced where appropriate.

While Bluewater Health has recently recognized the value of enhancing their electronic presence by revitalizing their web site and introducing an intranet for staff, this is still an area where enhancements can be made. With the advent of social media marketing and tools, electronic media can be employed to be an important tool in community engagement strategies to complement interpersonal and print media methods of engagement.

The use of World Wide Web technology and web design aimed to facilitate creativity, information sharing and collaboration among users has led to the development of social networking sites, wikis and blogs. Many of the social media and electronic technologies, while very new, are used by both public and private firms to introduce new programs, to advertise, to market products and services, and to solicit feedback. The use of the current Web 2.0 technologies should be investigated and strategies developed to implement these as part of the overall Community Engagement strategy for Bluewater Health.

7.0 Recommendations and Next Steps

As community engagement relates to building and strengthening relationships in the community, it must become an integral element in the strategic decision-making, management and board oversight of Bluewater Health. Integration of community engagement principles and strategies into corporate policy and decision-making at both the management and board level will ensure that the concept of community engagement as proposed in this report is embraced and sustained throughout Bluewater Health's corporate goals and work plans.

Therefore, the Committee recommends that senior management develop an operational plan outlining the Community Engagement (CE) Strategy for Bluewater Health. This plan should include the following;

- 1) definitions of community and CE, guiding principles for CE and a framework for CE [completed by Committee]

- 2) policies on how and when CE should be done (including the kinds of decisions that require CE).
- 3) CE priorities for 2009-12 that are aligned with the strategic plan priorities.
- 4) ongoing processes and mechanisms for CE (including advisory committees and others as listed in the Inventory in **Appendix B**) and assignment of management responsibilities for CE.
- 5) resource requirements and implications

If the Board accepts the Committee's recommendation that CE should become an integral part of the Board's own processes, the Committee recommends that the Community Relations Committee should not be reconstituted as a standing committee of the Board on the basis that it would be unnecessary and redundant to do so.

The Committee further recommends that Bluewater Health:

- 1) maintain the CE processes in place (listed in **Appendix B**), acknowledging that some will change over time based on needs
- 2) commit to regularly revisiting the CE processes to confirm that they continue to be effective
- 3) devote sufficient resources to CE to ensure that the CE strategies appropriately involve all relevant sectors of the community, using and adapting new methods and technology where appropriate

8.0 Appendices

- A. Bluewater Health Strategic Directions and Multi-Year Goals
- B. Internal/External Engagement Strategy Inventory
- C. Committee Membership and Meetings
- D. Stakeholder Identification
- E. References
- F. Review of Navigator Ltd. Recommendations
- G. Communication and Community Engagement – Summary Key Findings from Previous Reviews
- H. Internal/External Engagement Strategy Inventory by Key findings from Previous Reviews

Appendix A – BWH Strategic Priorities and Multi-Year Goals

Our Strategic Plan 2009-2012



Vision: Exceptional Care – Exceptional People – Exceptional Relationships

Values: Compassion, Accountability, Respect, Excellence (CARE)



Bluewater Health will achieve performance excellence through a culture of patient safety and quality service provision and as a key community partner in the development of an integrated, accessible system of healthcare for Lambton residents.

Multi-Year Goals:

By 2012, Bluewater Health will have achieved or developed:

- An organizational culture that places top priority on quality service and patient safety through continuous improvement and a commitment to evidence-based practice.
- A chronic disease management (CDM) framework, established in collaboration with community partners, that supports early intervention in the chronic disease process and helps our patients with chronic conditions to better manage their disease.
- Active participation in the creation of a seamless system of care for our patients in collaboration with the Erie St. Clair LHIN and other healthcare partners.
- A renewed corporate philosophy that promotes and supports patient and family-centred care.



Bluewater Health will become a leading and respected healthcare organization through its commitment to developing a healthy work environment, promoting team work and supporting lifelong learning.

Multi-Year Goals:

By 2012, Bluewater Health will have achieved or developed:

- A culture of performance excellence that recognizes and develops everyone's leadership potential.
- A safe and healthy work environment where people enjoy coming to work and take pride in what they do.
- An employee development framework that provides regular feedback, recognizes and rewards teamwork, encourages innovation and supports staff to achieve their full potential.
- Updated professional staff and human resources plans based on evolving community needs, succession planning and emerging directions in healthcare delivery.
- A relationship based on trust and collaboration with our union partners.
- A successful and innovative recruitment strategy.
- A relationship based on trust and collaboration with our professional staff partners.



As your community hospital, Bluewater Health will cultivate an environment that values open communication, relationships and partnerships with those we work with and serve.

Multi-Year Goals:

By 2012, Bluewater Health will have solid practices that:

- Inform, involve and respond to our patients and their families.
- Inform, involve and inspire staff, physicians and volunteers so they can be proud and knowledgeable ambassadors for Bluewater Health.
- Engage the community through two-way communication with the public, our donors, community partners, municipal leaders and key stakeholders.
- Proudly serve Sarnia-Lambton by actively participating in our community corporately and individually.



Bluewater Health will ensure successful transition to the new facility.

Multi-Year Goals:

During 2009 and 2010, Bluewater Health will:

- Ensure transition is a top priority and the short-term work of the corporation supports the transition.
- Ensure staff and stakeholder readiness and engagement.
- Build community enthusiasm through public and stakeholder engagement and education.
- Evaluate and optimize all opportunities for new ways of delivering care and service.
- Create a celebration plan with and for everyone.



Bluewater Health will demonstrate accountability through effective and efficient utilization of resources.

Multi-Year Goals:

By 2012, Bluewater Health will have achieved or developed:

- A culture of effective and efficient service delivery throughout the organization.
- Core services defined as well as opportunities for program development.
- Hospital-wide accountability through regular monitoring and feedback on corporate performance.



Appendix B - Internal/External Engagement Strategy Inventory

Activity	Level of Public Impact	Frequency	Description
Web Site	Inform	Daily	<ul style="list-style-type: none"> • www.bluewaterhealth.ca • Newly redeveloped • Impactful and influential, with a consistent style, easy functionality and navigation, making it user-friendly, attractive and a reliable source for up-to-the-minute hospital information • Primary target audiences are patients, families, the community, donors, government, media, the hospital's partners in service and care provision and prospective staff, physicians and volunteers • Secondary target audiences are current staff, physicians and volunteers • A tool to build and bridge understanding of hospital topics, invite and encourage participation and input, and allow publics to interact with Bluewater Health and participate in the growth of the organization
Community Feedback Sessions <i>*new</i>	Consult	As required	<ul style="list-style-type: none"> • Purpose is to inform and involve external stakeholders in setting the direction for local health care; communicate important changes in hospital programs and services; and build organizational pride • Recent examples include strategic planning and research policy community consultation sessions
Pulse Newsletter	Inform	Quarterly	<ul style="list-style-type: none"> • An 8-12 page, full-colour external communication for hospital and foundation information, donor stories, and other health-related human interest pieces • A partnership publication between Bluewater Health, and Bluewater Health and CEEH Foundations • Purpose is to enhance community, government and donor awareness; communicate important changes in hospital programs and services; and build organizational pride • Quarterly "tip in" to the Observer (40,000 households in Sarnia-Lambton)

Activity	Level of Public Impact	Frequency	Description
Construction News *new	Inform	Quarterly	<ul style="list-style-type: none"> • A one-page, full-colour, internal/external communication for construction information, project highlights, success stories, facts and milestones • A partnership publication between Bluewater Health, Bluewater Health and CEEH Foundations, Infrastructure Ontario and EllisDon Corp. • Purpose is to enhance community, government and donor awareness; communicate important changes in hospital programs and services; and build organizational pride • Quarterly in Pulse • Twice annually as an accompaniment to Bluewater Health Foundation’s Spring and Fall appeal to donors (52,000 households in Sarnia-Lambton) • Quarterly as an electronic posting on Bluewater Health’s website • Quarterly as an email to media, Board of Directors, donors, government and community partners • Quarterly “tip in” to the Bluewater Bedpost
Board of Directors	Inform	Monthly	<ul style="list-style-type: none"> • Promotes the idea of Bluewater Health as an institution governed and owned by the community • Delivers on pledges of openness, transparency and accessibility by: <ul style="list-style-type: none"> • Directors are volunteer members that reside in Sarnia-Lambton • Community members participate on Board committees • Board meetings and the annual general meeting are held in open session • Board Highlights news release is issued internally/externally and posted on our website the day following each meeting • Meeting agendas and minutes are posted on the website • Open, public board member recruitment process in place

Activity	Level of Public Impact	Frequency	Description
			<ul style="list-style-type: none"> Public delegations to the Board are accepted
Direct Mail	Inform	As required	<ul style="list-style-type: none"> Purpose is to inform and involve internal/external stakeholders and communicate important changes in hospital programs and services Email notification of time sensitive information Recent examples include budget strategies and LHIN Emergency Department Study
Government Relations	Consult	Daily	<ul style="list-style-type: none"> Proactive, reactive, and informational communications are issued to municipal, provincial and federal government agencies and officials as required Twice annual politicians' meetings with the President/CEO, Board Chair, Foundation President and Executive Director to inform and involve local elected officials in current health care and hospital issues of importance to their constituents Build positive, professional relationships with all levels of government through support, facilitation and a collaborative approach
Special Events	Consult	As required	<ul style="list-style-type: none"> Opportunity to build and bridge understanding of hospital topics, invite and encourage participation and input, allow internal/external stakeholders to interact with Bluewater Health and participate in the growth of the organization; and build organizational pride Examples include the building project groundbreaking ceremony/open houses/tours/Christmas Teas/staff BBQs
Media Relations	Inform	Daily	<ul style="list-style-type: none"> Various media partners, including print, radio and television Proactive, reactive, celebratory and informational news releases/public service announcements/media advisories/media kits are issued to all local and regional media by email and posted on our website Coordinate news conferences as required to communicate time sensitive information with media partners Build positive, proactive, professional relationships with all media through support, facilitation and a collaborative approach

Activity	Level of Public Impact	Frequency	Description
			<ul style="list-style-type: none"> Facilitate on and off site media interviews and tours as required Regularly promote positive news stories and ideas to strengthen hospital's brand and reputation Request editorial board meetings to share information on larger issues to build positive, respectful relationships
Speaking Engagements	Consult	As required	<ul style="list-style-type: none"> Opportunity to build and bridge understanding of hospital topics, invite and encourage participation and input, and allow publics to interact with Bluewater Health and participate in the growth of the organization; and build organizational pride Recent examples include Central Baptist Church and Petrolia Boomers Club
Advisory Panels	Collaborate	Quarterly	<ul style="list-style-type: none"> Rural Health Advisory Panel (RHAP) and Community Advisory Panel (CAP) Purpose is to inform and involve external stakeholders in setting the direction for local health care; build and bridge understanding of hospital topics, invite and encourage participation and input, allow publics to interact with Bluewater Health and participate in the growth of the organization; and build organizational pride
Community Events	Consult	As required	<ul style="list-style-type: none"> Opportunity to build and bridge understanding of hospital topics, invite and encourage participation and input, allow publics to interact with Bluewater Health and build organizational pride Recent examples include Stroke Awareness Day and United Way Campaign
Annual Report <i>*new</i>	Inform	Annually	<ul style="list-style-type: none"> A one-page, full-colour, internal/external communication for annual hospital information, successes, and financial statements Annually as an electronic posting on Bluewater Health's website
Print Communications	Inform	As required	<ul style="list-style-type: none"> Tools to build and bridge understanding of hospital topics Examples include patient information and program/service brochures/handbooks/fast facts handouts/backgrounders/posters Distributed internally/externally as required

Activity	Level of Public Impact	Frequency	Description
Volunteers	Collaborate	Daily	<ul style="list-style-type: none"> • 1,200 volunteers provide service in hospital, governance, Foundation and Auxiliary roles • Influential audience that provides dedicated service and assistance to hundreds of internal/external stakeholders every day • Email notification of time sensitive information • Department of Volunteer Resources distributes volunteer newsletter, participates in local and regional volunteer councils and coordinates ongoing activities aimed at informing, involving and inspiring volunteerism in hospital
Foundations	Collaborate	Daily	<ul style="list-style-type: none"> • Bluewater Health Foundation and CEEH Foundation • Liaise with valued donors who, through donations for equipment, support our efforts to provide quality patient care • Email notification of time sensitive information • Bluewater Health Foundation distributes twice annual Heart to Heart donor newsletter, spring and fall direct mail appeals, monthly Heartbeat ads in Sarnia Observer, leads the development of Pulse and maintains www.bluewaterhealthfoundation.ca • Special Events are held to engage the community, increase awareness and profile of Bluewater Health and Bluewater Health Foundation, in addition to raising funds. Examples are the Dream Home, Gala Ball and Golf Fore Health"
Advertising	Inform	As required	<ul style="list-style-type: none"> • Paid advertising is part of integrated, multidirectional communication plans • Purpose is to inform external stakeholders, invite and encourage participation and input in hospital events, activities and initiatives • Limited use - endorse philosophy that public and media relations are more cost effective and editorial content is an underutilized tactic that can strengthen the hospital's brand and reputation without paying for placed ads

Activity	Level of Public Impact	Frequency	Description
Partner Websites <i>*new</i>	Inform	Daily	<ul style="list-style-type: none"> • Hospital performance indicators appear on Ministry of Health and Long-Term Care's www.myhospitalcare.ca
Patient Satisfaction Surveys	Inform	Daily	<ul style="list-style-type: none"> • Implemented by NRC+ Picker Group Canada, a company that specializes in doing surveys • Survey is mailed to randomly selected patients after being discharged from the hospital, as a means of collecting information on "how we're doing". • Purpose is to regularly review what our patients are telling us about the care they receive at Bluewater Health, enabling our staff and physicians to implement strategies to better serve our patients
Concerns & Compliments Feedback Module	Inform	Daily	<ul style="list-style-type: none"> • Concerns and compliments are recorded in an electronic database • Purpose is regularly review what our patients are telling us about their experience at/with Bluewater Health, enabling our staff and physicians to implement strategies to better serve our patients • Monthly reports are reviewed by senior leadership, the Quality Committee of the Board, and the Board
Bluewater Bedpost	Inform	Monthly	<ul style="list-style-type: none"> • A 12-page, full-colour, internal communication for hospital information • 250 printed copies • Purpose is to enhance staff, physicians and volunteer awareness; communicate important changes in hospital programs and services; and build organizational pride • Has a consistent style, layout, format and publication schedule, making it easy to read, attractive and a relied upon source of hospital information • Distributed to departments via interoffice mail and deposited in cafeterias and high traffic areas at each hospital site • Integrated with other internal communication tools and posted electronically on Citrix, Bluewater Health's electronic platform for file sharing

Activity	Level of Public Impact	Frequency	Description
			<ul style="list-style-type: none"> Promotes the idea of Bluewater Health as an institution made up of a dynamic team of health care professionals Leverages the goodwill and positive energy generated by the collaborative achievements of individuals and teams Incorporates engaging hospital and non-health related content to reach staff, physicians and volunteers directly
Communication Boards	Inform	Monthly	<ul style="list-style-type: none"> 80 posting boards across three sites Purpose is to enhance staff, physicians and volunteer awareness; communicate important changes in hospital programs and services; and build organizational pride Departments responsible for updating content with supplied information packages
Professional Staff Monthly	Inform	Monthly	<ul style="list-style-type: none"> An 8-page, full-colour, internal communication for hospital information 200 printed copies Purpose is to enhance professional staff awareness; communicate important changes in hospital programs and services; and build organizational pride Distributed to professional staff via interoffice mail
Intranet <i>*new</i>	Inform	Daily	<ul style="list-style-type: none"> A "one-stop shop" for key corporate information and documents, with a role in supporting the daily tasks of staff Purpose is to enhance staff, physicians and volunteer awareness; communicate important changes in hospital programs and services; and build organizational pride
Electronic Communications	Inform	Daily	<ul style="list-style-type: none"> Tools to build and bridge understanding of hospital topics Examples include Citrix/Meditech/LAN Intranet will serve to streamline fragmented electronic communication practices

Activity	Level of Public Impact	Frequency	Description
Staff Information Sessions	Involve	Quarterly	<ul style="list-style-type: none"> • Purpose is to inform and involve internal stakeholders in setting the direction for hospital programs and services; communicate important changes in hospital programs and services; build organizational pride; and provide face-time with senior leadership • Sessions held at all three facilities
Coffee with Sue <i>*new</i>	Involve	Monthly	<ul style="list-style-type: none"> • Purpose is to inform and involve internal stakeholders in setting the direction for hospital programs and services; communicate important changes in hospital programs and services; build organizational pride; and provide face-time with the President/CEO • Sessions held in each department
Staff Meetings	Collaborate	Daily	<ul style="list-style-type: none"> • Purpose is to inform and involve internal stakeholders in setting the direction for hospital programs and services; communicate important changes in hospital programs and services; build organizational pride; and provide face-time with leadership • Sessions held in each department

Appendix C - Committee Membership and Meetings

Committee Membership:

Lorri Kerrigan, Director (Chair)

Bruce Davies, Vice Chair, Director

Sylvia Foreman, Director (completed term June 2009)

Kim Bossy, Chief Communications and Public Affairs

Meaghan Lawrence-Kreeft, Communications Coordinator

Christine Murphy, Special Projects Administrator

Carol Columbus, Manager, Respiratory Therapy

Liz Rice, Manager Volunteer Resources

Colleen Cook, Director Human Resources

Connie Courtney, Program Site Director CEEH

Sheila Chappell, Bluewater Health Foundation Chair

Mary-Pat Gleeson, Rural Health Advisory Panel Member

Marie Watson, Community Advisory Panel Member

Renato Pasqualucci, Physician and Interim Medical Director Emergency

Committee Meetings and Topics Addressed:

April 2, 2009

- Background/rationale and terms of reference for the committee
- Use of the WIKI tool as an interactive communication tool for ongoing dialogue by committee members

April 30, 2009

- Reference documents available to members on the WIKI.
- Leading practices in community engagement from other companies and organizations.
- Development of an inventory of current communication and community engagement activities within the hospital.
- Options for enhancing communication and community engagement.

- International Association of Public Participation (IAP2) Public Participation Spectrum framework and how it could be used to categorize current hospital communication/community engagement activities.
- Commonly accepted definitions of community and community engagement.
- Use of web 2.0 technology (e.g. Twitter, Facebook, etc.)

May 14, 2009

- Vancouver Coastal Health community engagement framework and Suncor Stakeholder Relations Policy as sources of information to support developing BWH's strategy for community engagement.
- Revised Internal/External Community Engagement Strategy Inventory, which included the level of public impact based on the IAP2 Public Participation Spectrum.
- Definition of "community" and "community engagement" for BWH.
- Process for completing of a gap analysis.

May 28, 2009

- Approval of "community" and "community engagement" definitions for BWH.
- Guiding Principles for community engagement from the Vancouver Coastal Health Authority and other organizations.

June 18, 2009

- Approval of Guiding Principles for community engagement for BWH.
- Report on June OHA Community Engagement Conference.
- Review of newly launched EPIC (Engaging People - Improving Care) web site, an online community engagement resource for Ontario's health-care system, and the resources available.
- Preliminary discussion on strengths and areas for improvement

July 9, 2009

- Review of stakeholder identification diagram, restructured inventory and report on Navigation Report recommendations implementation.
- Process for identifying gaps using current material available (e.g. strategic planning, employee surveys, etc.).
- Content of the committee report to the Board.

September 30, 2009

- Review of committee mandate/deliverables and Strategic Priorities/Multi-year goals.
- Review of Key Findings - Communication and CE from Previous Reviews.

- Table of Contents for the committee report to the Board.

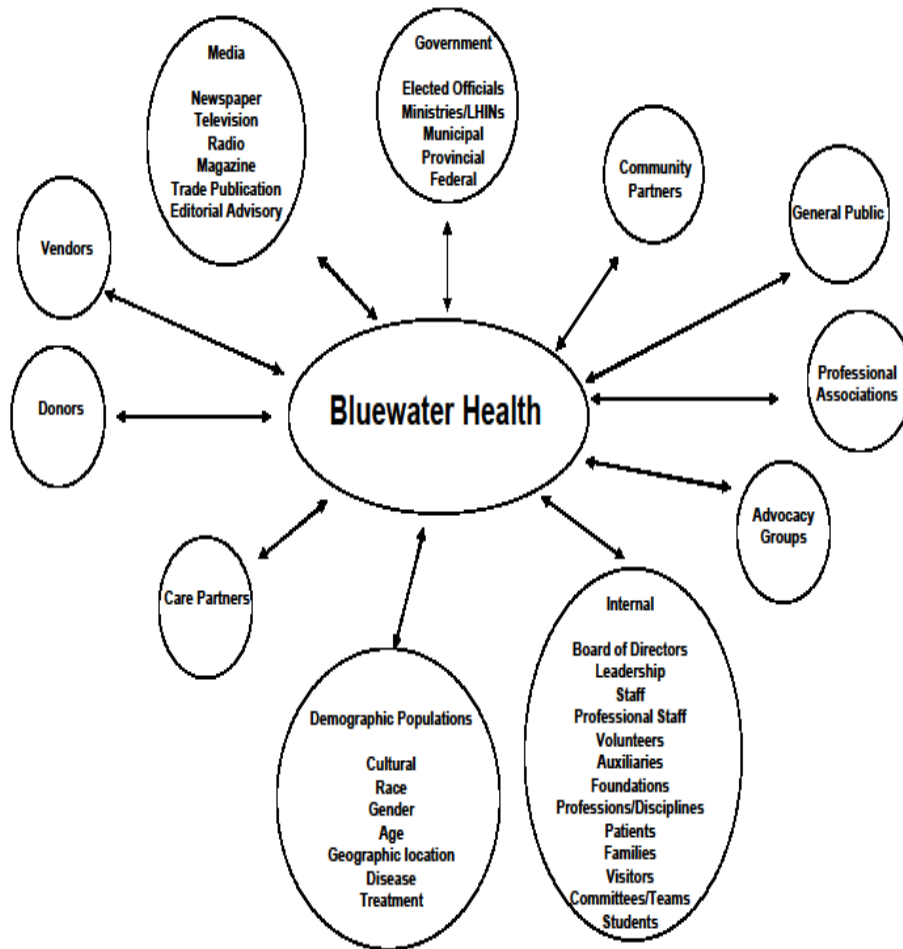
November 5, 2009

- Review Executive Summary on Key Finding from Previous Review Document
- Review Draft Board Report and provided additions and deletions.
- Discussion on strengths and opportunities for improvement.

Appendix D – Stakeholder Identification



Stakeholder Identification
Draft 2 - July 2009



Appendix E – Reference Documents

Bluewater Health

- Community Attitudes Survey – October 2007 and Pollara Community Survey Results – May 2007
- Navigator Communication Strategy – November 2007
- Corporate Communication Plan 2008-2009
- Community Advisory Panel and Rural Health Advisory Panel Evaluations – May 2005 and September 2006
- Physician Survey October 2007
- Volunteer Feedback Survey 2008
- Bluewater Health Strategic Planning process consultations and task team reports 2008/09
- Decision Summary to the BWH Board on the Advisory Panels and CE November 2008
- Physician Management Institute Session Summary February 2009
- BWH-LHIN Accountability Agreement 2009/10
- BWH 2009-12 Strategic Plan
- Internal and External Engagement Strategy Inventory – May 2009
- Stakeholder Identification Chart – July 2009
- Key Findings related to Communication and Engagement from Previous Reviews – November 2009
- Internal and External Engagement Strategy Inventory by Key Findings – November 2009

LHIN and Government

- Community Engagement and Communication: The Health Planners' Toolkit, Ontario Ministry of Health and Long-Term Care, 2006
- Local Health Systems Integration Act 2006
- LHIN/Health Service Provider Governance Resource and Toolkit for Voluntary Integration Initiatives (2008)
- Auditor General's Report on Hospital board Governance and Public-Private Partnership Projects December 2008

- Erie St.Clair LHIN Community Engagement Plan Hay ED Study 2008
- Annual Report of the Auditor General of Ontario - Hospital Board Governance – Chapter 3, Section 3.11- 2008
- Commentary for Change Foundation – Engaging Communities in Health Care October 2009
- Engaging with Impact: Targets and indicators for successful community engagement by Ontario Local Health Integration Networks: A citizens' report from Kingston, Richmond Hill and Thunder Bay, Mass LBP 2009

OHA Resources

- EPIC Ontario – an e-resource for Community Engagement - www.epicontario.ca
- Governance Update Newsletters
- Guy Giorno Best Practices for Community Engagement – May 15, 2008
- Guy Giorno Early Warning Signs – May 15, 2008
- Jo-Ann Facella NWMO Presentation – May 15, 2008
- Scott Rowand Presentation – May 15, 2008
- Information Management – Community Engagement and Communication - 2006
- Engagement Plan – Rural Health Working Group – Elmira - February 2009
- OHA Conference presentations: Community Engagement in an Evolving Health Care Environment - June 4, 2009
- OHA Conference presentations: Community Engagement: Arriving at Solutions Differently - December 2, 2009

Other Hospitals and Organizations

- Accreditation Canada - Accreditation Governance Standards 2008
- IAP2's Public Participation Spectrum
- Toronto East General Hospital's CE Nov. 2007
- Toronto East General Hospital's CE 2009 Update
- Lessons Learned on Community Consultations - County of Lambton Homelessness Planning 2005-08, L. Kerrigan

- Vancouver Coastal Health – Community Engagement Framework 2009
- Suncor Stakeholder Policy 06-07
- Scarborough General Hospital Supervisor's Report – Restoring A Solid Foundation October 2008
- Literature Review - Mechanisms for Community Input, Prepared by InfoFinders for Rob Devitt Supervisor, The Scarborough Hospital, March 2008
- Institute for Health Care Improvement (IHI) Triple Aim Framework

Other

- Community-Centered Board Questionnaire, The Walker Company 2008
- The Community-Centered Board. Board Brief, The Walker Company 2008
- Healthcare Management Forum Article
- IAP2 Newsletters 2008/09
- Deciding whether to engage the public on healthcare issues, Healthcare Management Forum, Fall 2008, Roger Chafe, Doreen Neville, Thomas Rathwell and Raisa Deber
- A Framework for involving public health care coverage and resource allocation decisions Health Care Management Forum, Winter 2008, Roger Chafe, Doreen Neville, Thomas Rathwell and Raisa Deber
- Are public consultations needed when hospitals make changes? Canadian Healthcare Technology, Feb 2009, Denis Chamberland, Aird & Berlis LLP
- Quick Reference – Community-based Marketing by Doug McKenzie-Mohr, Ph.D, Environmental Psychologist

Appendix F – Review of Navigator Ltd. Recommendations – November 2009

Recommendation	Status	Outcome
Enhance the organization's web presence	Ongoing	<ul style="list-style-type: none"> • Corporate web site redevelopment was completed on December 1, 2008 • Web site continues to evolve over time – a home page enhancement is currently underway • Hospital performance indicators appear on Ministry of Health and Long-Term Care's www.myhospitalcare.ca • Intranet development scheduled for completion in September
Create an opinion leader package	Ongoing	<ul style="list-style-type: none"> • Proactive, reactive, and informational communications are issued to city and county municipal, provincial and federal government agencies and officials as required • Twice annual politicians' meetings with the President/CEO, Board Chair, Foundation President and Executive Director to inform and involve local elected officials in current health care and hospital issues of importance to their constituents • Construction tours with elected officials • Coordinate community feedback sessions - examples include strategic planning and research policy community consultation sessions • Rural Health Advisory Panel (RHAP) and Community Advisory Panel (CAP) • Stakeholder meetings are scheduled on a regular basis • Email notification of time sensitive information is distributed as required – examples include budget strategies and LHIN Emergency Department Study
Increase paid, placed advertisements in community newspapers	Deferred	<ul style="list-style-type: none"> • While paid advertising is part of integrated, multidirectional communication plans we support its limited use • Endorse philosophy that public and media relations are more cost effective and editorial content is an underutilized tactic that can strengthen the hospital's brand and reputation without paying for placed ads

Recommendation	Status	Outcome
		<ul style="list-style-type: none"> Estimated cost was \$30,000 annually
Enhance media outreach	Ongoing	<ul style="list-style-type: none"> Proactive, reactive, celebratory and informational news releases/public service announcements/media advisories/media kits are issued to all local and regional media by email and posted on our website Coordinate news conferences as required to communicate time sensitive information with media partners Facilitate on and off site media interviews and tours as required – examples include hard hat tours of the construction site, the next tour is scheduled in late Summer Regularly promote positive news stories and ideas to strengthen hospital’s brand and reputation Request editorial board meetings to share information on larger issues to build positive, respectful relationships Quarterly Pulse, a partnership publication with Bluewater Health Foundation, is distributed as a “tip in” to the Observer (40,000 households in Sarnia-Lambton)
Enhance physician engagement	Ongoing	<ul style="list-style-type: none"> Professional Staff Monthly newsletter Development of a mini-website for professional staff is currently underway Partnership work with Medical Services Office to facilitate distribution of print and electronic communications Bluewater Health Foundation coordinates annual Physician Appreciation Day and awards event Physician attendance promoted at annual service recognition event
Host special events	Ongoing	<ul style="list-style-type: none"> Coordinate special events for a variety of stakeholders – examples include building project groundbreaking ceremony, open houses, tours (construction projects and others), Christmas Teas, staff BBQs

Recommendation	Status	Outcome
Participate in community events	Ongoing	<ul style="list-style-type: none"> • Participation in speaker's bureau - recent examples include Central Baptist Church and Petrolia Boomers Club • Participation in special events and health promotion activities - examples include Stroke Awareness Day, United Way Campaign and the upcoming Chamber of Commerce showcase in October
Implement a direct mail campaign to the community	Ongoing	<ul style="list-style-type: none"> • Twice annually Construction News is distributed to the community as an accompaniment to Bluewater Health Foundation's Spring and Fall appeal to donors (52,000 households in Sarnia-Lambton)

Appendix G - Communication and Community Engagement - Summary Key Findings from Previous Reviews

Several efforts have been undertaken in recent years to address the issue of communication and community engagement at Bluewater Health. The feedback received in these surveys and reviews was reviewed during the research phase conducted by the Community Engagement Strategy Development Committee to support its work. This summary provides a brief overview of five reviews. A more detailed document is available summarizing findings related to communication and community engagement from these reviews.

The 2008/2009 **Bluewater Health strategic planning process** provided a comprehensive analysis based on input collected from the community, staff and physicians through focus groups, community consultations, electronic surveys and an environmental scan including a SWOT analysis. An overwhelmingly predominant theme identified in the strategic planning process was the need for stronger, more frequent, and consistent communication at all levels, including between the Board and the community, between the administration and staff, and between the internal departments and sites.

During the **Physician Management Institute Session** held in February 2009, Bluewater Health physicians and other hospital leaders discussed many aspects of communication as it relates to leadership. Issues addressed included why people find it necessary to reassure the community about performance excellence at Bluewater Health, why they perceive that better care is provided at other hospitals, and why there is a lack of trust in the community towards Bluewater Health. The discussion highlighted the benefits of enhancing internal and external communications and provided solutions that include enhancing leadership, improving communication, and engaging staff in projects that contribute to their own success and the success of the hospital.

A **Physician Survey** was completed in 2007. Included in the top priorities identified by the physicians who participated in this survey was the need for open, honest communication with senior management at Bluewater Health. The survey also provided insight into how this may be accomplished by increasing physician involvement in improving communication and developing open lines of communication.

In the **Volunteer Feedback Survey** conducted in 2008, results were compared to a previous survey conducted in 2005. For all areas, respondents reported that they felt communications had improved over the three-year period. A high rate of individuals reported that they felt their volunteer work was valued and they had a good relationship with their supervisor.

In 2007, Kevin Smith commissioned the **Pollara Community Attitudes Survey** to measure community attitudes toward Bluewater Health. The findings of this survey indicated that the community wanted improved communications from Bluewater Health, and that a regular outreach campaign should be part of the communications strategy. The community also felt that announcements and policy changes should be communicated by the CEO and key leaders at Bluewater Health, including physicians and nurses.

Appendix H – Internal/External Engagement Strategy Inventory by Key Findings from Previous Reviews

Key Findings from Preview Reviews	Website	Pulse	Construction News	Direct Mail	Media Relations	Annual Report	Print Communications	Advertising	Partner Websites	Concerns & Compliments Module	Special Events	Speaking Engagements	Intranet	Bluewater Bedpost Newsletter	Electronic Communications	Communication Boards	Professional Staff Monthly	Patient Satisfaction Survey	Community Events	Coffee with Sue	Staff Information Sessions	Community Feedback Sessions	Government Relations	Advisory Panels	Board of Directors	Volunteers	Foundations	Staff Meetings	Stakeholder meetings
Improve external communication with the community	X	X	X	X	X	X	X	X	X	X	X	X			X			X	X			X	X	X	X	X	X		X
Improve internal communication with staff			X			X	X				X		X	X	X	X	X			X	X							X	
Improve communication from the Board of Directors	X	X	X		X	X	X				X	X			X				X				X	X	X				X
Improve internal communication between departments			X				X				X		X	X	X	X	X			X	X							X	
Conduct consultations with the community																						X	X	X	X				X
Improve internal communication between leaders and staff							X						X	X	X	X	X			X	X							X	
Improve media relations and enhance media outreach	X		X		X	X	X				X				X				X							X			
Participate in community events and activities											X	X							X										
Promote community participation on hospital committees	X				X		X	X							X										X	X		X	
Improve external communication with partners	X	X	X	X	X	X	X	X	X	X	X	X			X				X	X			X	X	X	X	X	X	X
Conduct consultations with partners																													X
Improve external communication with local businesses	X		X				X	X			X	X			X				X										
Utilize electronic communications	X	X	X		X	X			X	X			X	X	X											X	X		
Promote good news stories	X	X	X	X	X	X	X					X	X	X	X		X			X	X			X	X	X	X	X	X
Improve internal communication	X		X	X		X	X				X		X	X	X		X					X			X			X	X

Key Findings from Preview Reviews	Stakeholder meetings	Staff Meetings	Foundations	Volunteers	Board of Directors	Advisory Panels	Government Relations	Community Feedback Sessions	Staff Information Sessions	Coffee with Sue	Community Events	Patient Satisfaction Survey	Professional Staff Monthly	Communication Boards	Electronic Communications	Bluewater Bedpost Newsletter	Intranet	Speaking Engagements	Special Events	Concerns & Compliments Module	Partner Websites	Advertising	Print Communications	Annual Report	Media Relations	Direct Mail	Construction News	Pulse	Website		
	with physicians and enhance physician engagement																														
Develop external communications in languages other than English	None.																														
Utilize a broad range of designated spokespersons																									X						
Improve internal/external communication about the construction project	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Improve internal/external communication about the health care system																															
Improve internal/external communication about the investigation of BWH	X																														
Enhance the organization's web presence	X																														
Create an opinion leader package																															
Increase paid, placed advertisements in community newspapers																															
Host special events																															
Implement a direct mail campaign																															

*Note: A full summary of key findings from previous reviews is available. Previous reviews include: October 2007 Physician Survey; 2007 Pollara Community Attitudes Survey; 2008 Volunteer Feedback Survey; November 2008 Navigator Ltd. Recommendations; February 2009 Physician Management Institute Session Summary; 2008/2009 Bluewater Health Strategic Planning Process.