

Dryden Regional Health Centre

COMMUNICATIONS & COMMUNITY ENGAGEMENT PLAN 2023-2026



Empowered
Progressive
Innovative **Care**

About DRHC

Since its incorporation in 1952, the Dryden Regional Health Centre (DRHC) has provided professional, compassionate, safe and high quality patient health care to the community of Dryden and surrounding area.

The Dryden Regional Health Centre is an integrated small, rural and northern health service organization located in Northwestern Ontario. Our service area includes all residents within Dryden and the surrounding area, including the Townships of Machin and Ignace as well as the First Nation communities of Migisi Sahgaigan First Nation (Eagle Lake), Wabigoon Lake Ojibway First Nation and Wabauskang First Nation. DRHC falls within the Ontario Health- North West Region, and is a proud partner in the newly formed Kiiwetinoong Healing Waters Ontario Health Team.

We support the work of more than 300 staff, Physicians, and volunteers with an annual operating budget over \$30 million. The DRHC is a progressive and visionary organization that has had great success in implementing innovative programs and services to bring quality care closer to home for its service area.

The DRHC provides governance and management for the Dryden Area Family Health Team supporting primary care for some 14, 000 people. Services are delivered by a multidisciplinary team of family Physicians, Nurse practitioners, Nurses and allied health personnel.

As an acute care health centre, the DRHC provides a full range of inpatient services including medical, surgical, obstetrical, chronic, rehabilitative and palliative care. Ambulatory services include emergency, surgical day care, specialty clinics, and oncology services and provides home and community rehabilitative services supported by an excellent team of rehabilitation professionals.

The DRHC supports a busy visiting specialist program for orthopaedic, rheumatology, plastic surgery, endoscopy, paediatrics, otolaryngology and obstetrical gynaecology services. Many of these specialties also provide elective surgical procedures, minimizing the need for patient travel and bringing specialty care closer to home. These services are complemented and supplemented by a comprehensive telemedicine network. Diagnostic services include a CT Scan, x-ray, ultrasound, and fully accredited, ISO certified laboratory services.

The DRHC also delivers a wide range of mental health and addictions services including: counselling, case management, crisis response and residential non-medical withdrawal and addictions treatment.

Who Are We?

OUR MISSION: this is our purpose; the reason that our organization exists and what we aspire to be.

We are an innovative rural health centre that exists to enhance the health of the patients and communities we serve.

OUR VISION: this is what we strive to be; by working towards our strategic pillars and priorities we are working towards achieving this goal to the benefit of our patients and communities.

To be recognized as an innovative centre of excellence in rural healthcare.

OUR VALUES: these are the behaviours and principles that guide what we say, think, and do; these standards are both core to everything we do, and aspirational to everything we want to be.

	Organizational Standards how Our Values guide our decisions, actions, and directions as an organization	Standards of Behaviour how Our Values guide how we interact as individuals with patients, families, and one another
Compassion	<i>“We will commit to listening and understanding with a desire to improve”</i>	<i>“I will commit to understanding an individual’s circumstances with a desire to help”</i>
Humility	<i>“We will listen and learn from our communities and staff with an open heart and mind”</i>	<i>“I will have a modest opinion of my own importance; not believing I am superior to others”</i>
Accountability	<i>“We will manage our resources to ensure we can serve the communities that rely on us.”</i>	<i>“I will take ownership and responsibility for my own actions and decisions.”</i>
Respect	<i>“We will create an environment that is safe and inclusive for everyone”</i>	<i>“I will have regard for the feelings, wishes, and rights of others”</i>
Integrity	<i>“We will deliver excellence with every encounter”</i>	<i>“I will be honest, fair, and do the right thing, even when no one is looking”</i>

Strategic Plan

Our three-year 2023-2026 Strategic Plan “Empowered, Progressive, Innovative Care” began development in March 2022, and included engagement with a wide array of stakeholders including staff, physicians, patients and families, community health partners, regional hospital partners, community leaders, and the Board of Directors through a mix of surveys, one-on-one interviews, focus groups and town halls.

Through this process, we identified key areas of focus to better meet the needs of our patients, to support our people that are responsible for delivering care, and to collaborate with partners outside of our organization to enhance healthcare services available in the community and throughout the region.

The Board of Directors approved the strategic plan in November 2022, which identifies three pillars that will help DRHC to focus on providing the high-quality healthcare services that our communities need and deserve:

Pillar	Be a Great Place to Work	Ensure Strong Foundations	Lead New Solutions
<p>Strategic Priorities</p>	<ul style="list-style-type: none"> • Make Day-To-Day Work More Fulfilling • Be A Safe Place For Everyone 	<ul style="list-style-type: none"> • Optimize Funding • Adaptive Core Services • Commit To The Process Of Truth And Reconciliation • Demonstrate our Commitment to Equity, Diversity and Inclusion 	<ul style="list-style-type: none"> • Invest in leadership and be leaders for positive change • Build partnerships and collaboration for better health outcomes.

DRHC is committed to accountability and transparency for our stakeholders, and as part of sharing our Strategic Plan, we have also committed to communicating our progress openly to the stakeholders that rely on us.

Audiences/ Stakeholders

As a community health centre, DRHC has a responsibility to provide accessible, high-quality care to the residents of the communities we serve. Timely, accurate, and clear communication with all of our stakeholders is a critical piece of ensuring that we are able to deliver on our mission and vision statements.



Healthcare is an incredibly complex and constantly evolving system, with a number of moving parts and different agencies working collaboratively towards a common goal of improved health outcomes for the patients that rely on us.

The following list is a snapshot of the internal and external stakeholders to whom we are accountable:

- Patients
- Families
- Staff
- Physicians
- Dryden Regional Health Services Foundation
- Board of Directors
- Volunteers
- Government (Municipal, Provincial, Federal)
- Ministry of Health
- Ontario Health
- Kiiwettinoong Healing Waters Ontario Health Team
- Media
- Home & Community Care
- Primary Care Providers

Current Status

DRHC utilizes a number of communication methods to reach target audiences with relevant messages and information to meet their needs. Below is a snapshot of communication methods that have been used in the past:

Internal Communication	External Communications
<ul style="list-style-type: none"> • Emails (including memos, newsletters, media releases); • Departmental huddles/ huddle boards; • Rounding/ Monthly Manager Meetings; • Internal Website (Intranet) • Lifeworks (Employee Family Assistance Program); • Virtual All-Staff Meetings (bi-weekly); • Vocera Badges; • Posters/ Signage throughout the facilities. 	<ul style="list-style-type: none"> • Social Media (Facebook, Instagram, Twitter); • Media Releases/interviews; • External Website; • Miscellaneous print materials (pamphlets, handouts, posters, etc.) onsite and throughout the community.

Internal Communications

Results from the Employee Engagement Survey (2022) showed that staff felt that their best source of information came from:

- Emails (71.7%);
- Departmental Huddles (36.7%);
- Rounding with Manager (31.4%).

From this survey, 71.9% of staff agreed/ strongly agreed they were kept well informed about what is happening at DRHC.

External Communications

As of December 2022, DRHC has a strong social media following (3,700 followers) on Facebook, and to a lesser extent on Twitter (264 followers) and Instagram (582 followers).

Communication & Community Engagement Objectives

DRHC is committed to providing honest, timely, and straightforward communications through clear and concise information to all of our stakeholders.

This Plan outlines how we intend to fulfil this commitment, guided by four main objectives:

- **Advance the Strategic Plan**
- **Empower and Support Our People**
- **Engage and Inform the General Public**
- **Protect Our Reputation**

Over the next three years, DRHC will tailor communications activities to the advancement of these objectives to the benefit of the internal and external stakeholders that rely on us, and by extension, impacting patient experience and outcomes for residents of Dryden and the surrounding area.

OBJECTIVE: Advance the Strategic Plan

The 2023- 2026 Strategic Plan *Empowered, Progressive, Innovative Care* outlines strategic directions which advance the organization's Mission and Vision. Communication of the Strategic Plan, its objectives and progress made throughout the three-year term are essential to its success.

- **Share and promote the Strategic Plan**
 - Circulate the Strategic Plan widely using a variety of internal (email, huddles, staff meetings, rounding, and paper copies publicly available) and external (social media, media release and press coverage, links through external website) to bring awareness to the Strategy and its objectives.

- Update internal and external branding (including pamphlets, memo templates, email signatures, website, etc) to reflect the current strategic plan and its objectives.
- **Report progress towards strategic objectives**
 - Continue to produce an annual report for the public, highlighting the successes and progress made towards strategic objectives.
 - Clearly illustrate and reinforce the connection between day-to-day work and the strategic direction of the organization through rounding, huddles, and celebration of organizational wins through social media.

OBJECTIVE: Empower and Support Our People

Our people – the staff, medical staff, volunteers, and Board members- are our greatest resource, and we know that clear, timely, relevant, and consistent communication is essential to ensure that they have the information they need to provide our patients with the high-quality care they deserve.

- **Streamline and standardize organization-wide communications;**
 - Develop new internal website (Intranet) to conveniently store important updates, news releases, events, and other information in a central, easily accessible location.
 - Create a dedicated Communications email address for consistency in organization-wide emails from the leadership team, making them easier to identify.
 - Employ strategies to reduce the number of redundant or repetitive emails or other communications to prevent information/ email “overload”.
- **Develop mechanisms to enable two-way communication throughout all levels of the organization;**
 - Explore opportunities to enhance existing forums (including bi-weekly All-Staff Meetings, huddles) to encourage active participation and input from staff from all areas of the organization.
 - Utilize polls (through Intranet page) to garner timely, relevant feedback from staff in a fast, convenient format.
 - Leverage existing staff groups such as committees, union groups, and other forums to reach, inform, and involve staff on matters that affect their daily work.
- **Develop processes to deliver relevant information to those that need it, when they need it.**
 - Work with managers and front-line staff members to find tailored solutions to meet the needs of their departments.
 - Modify communications materials (memo templates, emails, huddle board materials) to highlight the most important / actionable items for quicker access.

OBJECTIVE: Engage and Inform the General Public

Everything that we do at DRHC is for the benefit of our patients and their families. Strong communication and engagement with the populations we serve are essential to creating healthcare services that can meet the needs of the communities that rely on us.

- **Prepare and share health-related information and resources for the public;**
 - Use social media to educate the public on relevant health and public health related topics that are relevant and necessary for the healthcare needs of the community.
 - Support and encourage healthcare providers to share their knowledge and expertise on healthcare related topics through social media content, participation in media interviews, and other public platforms.
 - Provide education, teaching materials, pamphlets and forms through the DRHC website to support patients before, during, and after they receive care at DRHC.
- **Create spaces for meaningful, two-way communication between DRHC and the population we serve;**
 - Optimize social media platforms to expand reach to different demographics and audiences with health-related information and services.
 - Explore new and innovative ways to garner feedback from and have dialogues with members of the population that we serve about what we are doing well, and how we can improve our services and spaces.
 - Develop Communications policies, practices, and guidelines that ensure communications are developed using language and formats that are accessible, respectful, and inclusive.
- **Collaborate with partners to promote community programs and services that benefit health outcomes;**
 - Form and foster strong working relationships with local and regional media outlets to promote programs, services, good news stories and health messages to inform a wider audience of health centre activities.
 - Use social media and other tools of public communication to direct patients to services offered through partner agencies, to share relevant community safety or public health messaging, and promote other objectives that support the health and well-being of our patients.
 - Collaborate to develop messaging that clarifies the roles and responsibilities of different partner organizations and the ways these agencies work together to improve service quality and patient outcomes.

OBJECTIVE: Protect Our Reputation

As a community health centre, it is important that we maintain the trust of our patients and their families that we can be relied on to provide the high-quality care they deserve. Being visible, transparent, and honest with the public is a vital step in fostering a positive reputation among the populations we serve.

- **Embrace our role as leaders and health experts in the community**
 - Seek out opportunities to participate and be seen in local and regional events and initiatives to display our pride and commitment to the communities we serve.
 - Provide our unique perspective and expertise on topics that impact our patients and their families.
- **Show our commitment to transparency and accountability**
 - Leverage social media to highlight good news stories, our people, and the work we are doing to improve healthcare services for our patients.
 - Share regular messages to the public highlighting recent activities at the health centre concerning topics such as patient care, fundraising, and the Board of Directors and the Strategic Plan.
- **Be prepared to manage and control potential crisis or critical incidents that could harm the reputation of the organization**
 - Proactively develop communication plans for potential crisis situations to save valuable time in the event of a real incident.
 - Develop policies and protocols for addressing comments regarding negative outcomes or experiences with the public on social media, while maintaining confidentiality and professionalism.

Key Messages

In all of our internal and external communications, we endeavour to underline DRHC's commitment to the following:

- Accountability and transparency;
- The delivery of safe, high-quality patient-centred healthcare close to home;
- Fulfillment of our Mission, Vision, Values, and the Strategic Plan;
- The process of Truth and Reconciliation, and providing a culturally-safe care experience for Indigenous patients and their families;
- Equity, Diversity, and Inclusion;
- Collaboration with local and regional partners to improve health outcomes for our patients;
- Adapting services to meet the needs of the communities we serve and responding to the constantly evolving healthcare system;

- Supporting, empowering, and celebrating our people, and promoting DRHC as a Workplace of Choice.

Evaluation and Monitoring

Internal Audiences: feedback from staff and physicians, attendance at meetings, Intranet traffic, utilization of the Lifeworks platform, and scores from the annual engagement survey can all be used to indicate effectiveness of internal communications activities.

External Audiences: tracking of media coverage (positive, negative, or neutral), social media reach and engagement, external website traffic, patient experience surveys, and patient compliments/ complaints regarding communication will be used to indicate the effectiveness of our external outreach activities.

The Board of Directors shall receive reports on the communications activities and progress made twice per year through the Governance Committee.