

# Communications Plan

Project: Operational Audit and Deficit Recovery Plan

Date: August 2009 - January 2010

## INTRODUCTION

The following outlines the communication plan to all key audiences and stakeholders of the process and announcements related to the release of the Operational Audit and the update of the Deficit Recovery Plan. This document has been developed based on the MAHC Deficit Recovery Plan Communications Strategy.

## COMMUNICATIONS OBJECTIVES

- To ensure all MAHC staff, physicians and stakeholders have the information to all allow them to ask informed questions and provide key input/feedback.
- To ensure that the communication is well managed, that information is correct, transparent and being shared at the appropriate time with the appropriate audience.
- Media coverage is not a main objective, but providing context and being available to the media is necessary to ensure balanced, well informed coverage of the issues.

## COMMUNICATION STRATEGY

- Inform staff, physicians, local community as well as patients and families, of the context and details of the operational audit in a respectful and timely manner, using key messages and multiple channels.
- Convey a consistent, unified position of support for the operational audit recommendations by leaders.
- Identify appropriate spokespeople to speak to the issues.
- Be available to the media, to ensure transparency and the correct information is being portrayed.

## KEY MESSAGES

1. Delivering safe, high quality healthcare to our residents guides every decision we make.
2. The Operational Audit shows that MAHC is well-run. It found that MAHC is "quite efficient" relative to its peers and that most departments are operating at or better than median performance.
3. The Operational Audit contains 50 recommendations and identifies \$4 million in savings in the next six to 12 months and an additional \$1.6 million savings in the longer term. This includes verification of \$3 million in savings identified in the Deficit Recovery Plan submitted to the North Simcoe Muskoka LHIN last June.
4. The Operational Audit has recommended against consolidating clinical services at one site that are now being delivered at Huntsville District Memorial Hospital and South Muskoka Memorial Hospital.
5. The closure of the seven beds at Burk's Falls and District Health Centre was confirmed as "necessary and appropriate" and that patients now in BFDHC would be better served at Huntsville District Memorial Hospital or in more appropriate care settings.
6. Residents of Muskoka and East Parry Sound, MAHC's Medical Advisory Committee and the hospital's administration and staff leadership will all have a chance to review the Operational Audit and provide their input.
7. We will not automatically accept all or any of the recommendations in the Operational Audit. It will rely on input from residents and the hospital leadership in making its decisions.
8. We will be reviewing all of these recommendations in terms of patient safety, quality of service as well meeting our obligations under the Deficit Recovery Plan.
9. We recognize the need and its responsibility to balance its operating budget. The status quo is not an option. We cannot continue to deliver safe, high quality healthcare within a sustainable model if we do not address our budget deficit.

Timeline/ Date	Tactic/Detail	Responsibility	Audience	Deliverable/Key Message	Status
August 25	Operational Audit Terms of Reference Finalized	NSM LHIN/MAHC	Staff Physicians Community at large	Announcing the finalized terms of reference, lead reviewer and timeline.  A third party operational audit of MAHC will begin September 1, in an effort to help validate the deficit recovery plan and identify solutions to achieve a balanced budget. Dan Carriere, President and CEO, Southlake Regional Health Centre has been selected as the lead reviewer.	Complete

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September 1	Special Managers Meeting	CEO/Senior Team	MAHC Managers	Overview of timelines to proceed with Operational Audit and expectations	Complete
September 1	General Staff Meeting	CEO Senior staff representative at SMMH	Staff at all sites	All staff informed of the timelines for the operational audit. Operational audit to validate the deficit recovery plan. Will be proceeding with the Burk's Falls initiative	Complete
September 4	Internal Memo	CEO/ Communications	Staff, physicians and volunteers	Operational audit information, timeline and lead reviewer	Complete
September 4	Media Release	CEO/ Communications	Stakeholders General community	Operational audit information, timeline and lead reviewer	Complete
Sept - Oct 16	Operating Efficiency and Clinical Utilization Review	Hay Group	Senior Management & Managers	Data Analysis Define lines of enquiry Site Visits Documentation of findings	Complete
October 5	Operational Audit Committee Meeting	Dan Carriere Hay Group	Senior Management NSM LHIN	Provide update on efficiency analysis Confirm timeline	Complete
October 5 - 30	Review of Governance & Management	Dan Carriere	Board & Management		Complete
October 6 and ongoing	Bi-weekly meetings with Burk's Falls Family Health Team	MAHC	FHT	Develop joint communications plan specific to Burk's Falls Develop transition plans for closure of beds Develop future model for primary care in Burk's Falls	
October 15	Progress Report	Dan Carriere Hay Group	Operational Audit Committee Meeting Medical Advisory Committee Board of Directors	Provide a progress/directional report	Complete
October 20	Meeting with MAHC, NSM LHIN, Lead Reviewer	MAHC NSM LHIN	Barry Monaghan Bernie Blais Dan Carriere	Meeting to discuss audit findings specific to Burk's Falls	
October 23	Teleconference - MAHC, NSM LHIN, NE LHIN	NSM LHIN	MAHC NSM LHIN NE LHIN	Meeting to discuss Burk's Falls Agreed to have weekly meetings to keep all up to date Work collaboratively to improve communications plan	
<b>PHASE II - DRAFT &amp; FINAL REPORT</b>					
October 28	Draft Report/Team Review	Dan Carriere Hay Group	Operational Audit Committee Meeting Medical Advisory Committee Board of Directors Foundation Board Chairs NSM LHIN	Provide an initial draft report Board review/consideration for endorsement at November 5 Board meeting	Complete
November 5	Board Meeting	Hay Group	Board	Board to consider endorsement of draft report - to submit draft to NSM LHIN	Complete
November 6 - 12	Board Feedback	Hay Group MAHC	Board	Board to incorporate any feedback from the Board into the draft report MAHC to update strategy/key messages following any feedback	Complete
November 12	Updated Draft Report	Hay Group	Board	Mike & Gayle along with Barry to review final draft in preparation for submission	Complete

Timeline/ Date	Tactic/Detail	Responsibility	Audience	Deliverable/Key Message to LHIN	Status
<b>PHASE III - CONSULTATION</b>					
November 12/13	Updated Draft Report to MAC	MAHC	MAC	MAHC to provide MAC members with a confidential hard copy of the final draft report for feedback as the Advisory Committee to the Board	Complete
November 13	Draft Report Submission	MAHC	NSM LHIN	NSM LHIN to receive draft report	Complete
November 16 12:30	MAC Meeting via videoconference	MAHC	MAC	MAC to provide initial comments and process established for additional comments for the Board to review	Complete
November 16 - 30	Comments/Feedback	NSM LHIN	MAHC	NSM LHIN to provide comment/feedback regarding the draft report. Meeting occurred November 24, 2009 - Ruben Rosen, Bernie Blais, Barry Monaghan and Mike Provan. NSM LHIN provided written and verbal comments.	Complete
November 18 4:30 pm	Management Team Meeting SMMH Site Boardroom	CEO/Senior Team Dan Carriere Hay Group	MAHC Managers	Overview and general direction of draft report and the implementation plan process and timelines; providing next steps and communications drafts.	Complete
November 18 5:30 pm	Bargaining Unit Meetings	Rob Hughes	Unions Reps	Overview and general direction of draft report and the implementation plan process and timelines; providing next steps and communications drafts	Complete
November 18 7:00 pm	Medical Staff Meeting Port Sydney Community Hall	Mike Provan Barry Monaghan Dan Carriere/Hay	All MAHC Physicians	Overview and general direction of draft report and the implementation plan process and timelines; providing next steps and communications drafts	Complete
November 19 8:00 am	General Staff meeting Videoconference to all sites	CEO	All staff, physicians, volunteers	Presentation of overview of the draft report and next step - via videoconference	Complete
November 23 3:30	Fiscal Advisory Committee Meeting HDMH Boardroom	CEO	Fiscal Advisory Committee	Presentation of overview of the draft report and next step - via videoconference	Complete
November 19 4:00	Internal Memo/Press release	Communications	Board/Staff/Physician/Volunteers	Internal bulletin to board and staff containing press release	Complete
November 19 6:00 pm	East Parry Sound Municipal Leaders Meeting - face-to-face BFDHC Boardroom	Mike Provan Barry Monaghan	Municipal Leaders	Overview and general direction of draft report and the implementation plan process and timelines; providing next steps and communications drafts	Complete
November 20 9:00 am	MP/MPP/Muskoka Municipal Leaders Meeting/teleconference SMMH Boardroom	Mike Provan Barry Monaghan	Municipal Leaders	Overview and general direction of draft report and the implementation plan process and timelines; providing next steps and communications drafts	Complete
November 20 10:00	Media Briefing	Mike Provan Barry Monaghan	Media outlets	Overview and general direction of draft report and the implementation plan process and timelines; providing next steps and related communications	Complete
November 20 11:00	Press Release - email blast	Communications	All stakeholders, partners, business leaders, media	Email of press release; over 800 people received this email.	Complete
November 20	Dedicated website updated	Communications	All stakeholders, partners, business leaders, media	Press release and supporting documents to be uploaded to <a href="http://www.mahcrecovery.ca">www.mahcrecovery.ca</a>	Complete
November 23 6:00 - 8:00 pm	Burk's Falls - Public Information Session - Burk's Falls Arena	MAHC	Community at large	Community to be apprised of the report with a presentation, timelines and mechanisms for providing feedback	Complete
November 25 6:00 - 8:00 pm	Huntsville - Public Information Session - Huntsville Legion	MAHC	Community at large	Community to be apprised of the report with a presentation, timelines and mechanisms for providing feedback	Complete
November 26 6:00 - 8:00 pm	Bracebridge - Public Information Session - St. Thomas' Anglican Church	MAHC	Community at large	Community to be apprised of the report with a presentation, timelines and mechanisms for providing feedback	Complete

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November 26, 2009	Advertisement in Almaguin News regarding the future services at the BFDHC	MAHC	Community at large	Communicate the services that will be remaining, the bed closure as of December 1 <sup>st</sup> , and information regarding the status of the building.	Complete
November 26 - 30	Report Updated	MAHC	Hay Group MAHC Board	Any feedback/updates to the final report are completed Feedback collated and provided to MAHC Board and Hay Group	Complete
November 30, 2009	MAHC Board Teleconference	MAHC	MAHC Board	Discuss the final report prior to submission	Complete
November 30, 2009	Final Report submission	MAHC	NSM LHIN	Final submission of the Operational Audit Report	
November 26 - December 3	Share specific details of the Operational Audit	Senior Managers and Managers	MAHC Staff	Any staff that may be potentially impacted by the Operational Audit recommendations will be informed in person of the specific recommendation	
December 3, 2009	Memo to MAHC Staff	Communications	MAHC Staff and Physicians	Memo to staff informing them that the full report will be available to the public on <a href="http://www.mahcrecovery.ca">www.mahcrecovery.ca</a> on Friday, December 4, 2009	
December 4, 2009	Press Release	Communications	Internal and External Communities	Press release informing both internal and external communities that the full Operational Audit Report is available at <a href="http://www.mahcrecovery.ca">www.mahcrecovery.ca</a>	
<b>PHASE III - IMPLEMENTATION PLAN</b>					
November 18 - Ongoing	Feedback collated	MAHC Hay Group	MAHC Board	Continue to encourage internal and external communities to provide feedback and comments through email or mail.	
November 27 - December 14	Update Deficit Recovery Plan and develop implementation plans	Senior Management Team	MAHC Board	MAHC Senior Management Team to update Deficit Recovery Plan and develop comprehensive implementation plan	
December 16, 2009	MAHC Board Meeting to review updated plan	Senior Management Team	MAHC Board	MAHC Board to review updated Deficit Recovery Plan and develop comprehensive implementation plan	
December 18, 2009	Draft updated Deficit Recovery Plan Due	MAHC	NSM LHIN	Submission of Draft Deficit Recovery Plan as per Operational Audit Terms of Reference	
<b>PHASE IV - UPDATED DEFICIT RECOVERY PLAN CONSULTATION <i>*specific dates yet to be confirmed</i></b>					
December 23, 2009	Internal Notices	Communications	All internal Communities	Inform staff, physicians and volunteers of meeting dates and times for internal release of draft Deficit Recovery Plan	
January 2 January 6 January 9	Public Information Session Communication	Communications	All Internal & External Communities	Publish in local newspapers public information session dates and times	
Week of January 4, 2010	Medical Advisory Committee Meeting Via videoconference	Barry Monaghan	Medical Advisory Committee	Share the draft deficit recovery plan	
Week of January 4, 2010	MAHC Management Team Meeting Face-to-face in Huntsville		MAHC Managers	Share the draft deficit recovery plan	
Week of January 4, 2010	Bargaining Unit Meeting Face-to-face in Huntsville		Bargaining Units	Share the draft deficit recovery plan	
Week of January 4, 2010	MAHC Foundation Meeting Face-to-face in Huntsville	Mike Provan Barry Monaghan	HDMH & SMMH Foundation Chairs and EDs	Share the draft deficit recovery plan	
Week of January 4, 2010	Fiscal Advisory Committee Meeting Face-to-face in Bracebridge	Barry Monaghan	Committee Members	Share the draft deficit recovery plan	
Week of January 4, 2010	General Staff, Physician, Auxiliary Meeting	Barry Monaghan	All internal communities	Share the draft deficit recovery plan	
Week of	Internal Memo	Communications	All internal communities	Share the draft deficit recovery plan	

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January 4, 2010					
Week of January 4, 2010	Fairvern Board Meeting	Barry Monaghan	Fairvern Board of Directors	Share the draft deficit recovery plan	
Week of January 4, 2010	MP/MPP Meeting	Mike Provan Barry Monaghan	MP/MPP	Share the draft deficit recovery plan	
Week of January 4, 2010	Municipal Leaders Meeting	Mike Provan Barry Monaghan	Municipal Leaders	Share the draft deficit recovery plan	
Week of January 4, 2010	Media Briefing	Mike Provan Barry Monaghan	All Media Outlets	Share the draft deficit recovery plan	
Week of January 4, 2010	Press Release	Communications	All internal and external communities	Share the draft deficit recovery plan	
January 7, 2010 5:30 pm	MAHC Board Meeting	Mike Provan Barry Monaghan	MAHC Board of Directors	Receive update on status of Deficit Recovery Plan Receive update on consultations to-date	
January 8, 2010	Website Update	Communications	All internal and external communities	Update to <a href="http://www.mahcrecovery.ca">www.mahcrecovery.ca</a> Provide mechanism for feedback	
January 11 - 14, 2010	Public Information Session	MAHC	All internal and external communities	Share draft deficit recovery plan Details of locations and times to be confirmed	
<i>January 21</i>	<i>MAHC Board Meeting</i>	<i>MAHC</i>	<i>MAHC Board of Directors</i>	<i>Special Board Meeting to approve Deficit Recovery Plan</i>	
<i>January 25 - 29</i>	<i>NSM LHIN Presentation??</i>	<i>MAHC</i>	<i>NSM LHIN</i>	<i>Presentation of final Deficit Recovery Plan to NSM LHIN</i>	