**Care Opinion Communications Plan**

**Purpose and general information:**

The stakeholder map template (below) provides an overview of the stakeholder groups internally and externally at the service. \*Key messages have been developed for each stakeholder group to support their understanding of the Care Opinion platform. The communication methods (e.g. phone calls, emails, social media posts) listed are expected to be available for the service, however, where resourcing does not allow the Care Opinion Team can provide support to find alternate methods.

**Stakeholder Map Template**

\*Please use the template to conduct your own analysis of stakeholders attached to your service. Use the below prompts to consider what key messages need to be developed for each group to support their understanding and interaction with the Care Opinion platform.

**Scope of influence**

Each group in the above stakeholder map has a unique scope of influence to support and promote the Care Opinion implementation in the health service organisation. This scope of influence is linked to their authority and level of interest.

Below we explore ***why*** it is important to consider the influence of these groups and ***how*** their influence will affect your service. Understanding the importance of maintaining strong relationships, we encourage you to consider both internal and external groups. Please note, there may be more groups we have missed that are relevant to your service, or perhaps less, we acknowledge that every service is different and the below should be used as a guide only.

**Segment 1 stakeholders: Maintain confidence and support**

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| State Government | Think the representatives you work with on committees or Board of Directors, key funders for programs or someone you’re in regular contact with through professional networks. |
| ***Why:*** These contacts will be in meetings discussing innovation, patient safety and quality. Providing key messages about the great work your service is doing to ‘close the loop’ with consumers about what matters to them will enhance opportunities and linkages with other programs. |
| ***How****:* You may like to set them up to receive alerts or digests so they can see how your service engage and make improvements with their consumers at the heart. Bi-annual emails from the Chief Executive Officer outlining commitments to improvement identified through Care Opinion Australia including evidence of changes made. These messages will be determined by your existing relationship in terms of tone and formality. |
| Chief Executive OfficerSenior Executive Team | Care Opinion is most successful where messaging is led and reinforced across the organisation. Senior staff play a role in supporting their workforce and encouraging feedback to be asked for and shared transparently. |
| ***Why:*** The Chief Executive Officer and Senior Executive Team have a high level of influence and have most likely made the decision to implement Care Opinion as a mechanism for relational feedback. Their ‘why’ of making this decision will likely influence how it is communicated to staff. Support from this group will be imperative to ensuring there is consistent and strong messaging being passed down to management teams within the organisation.  |
| ***How:*** Engagement can be tailored to best meet the needs of senior staff. Discuss options and frequency of updates. Receiving alerts for stories on a day-to-day basis may be the preferred method, in other cases reports and monthly meetings may better meet information needs. In some cases, the CEO or Senior Executive Team may be set up as Responders and, in this instance, may have a more involved position in the day-to-day operation of the platform. Keep messaging fresh if there are improvements be sure to share these with senior staff. |

**Segment 2 stakeholders: Involve and collaborate**

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| Operations ManagersRegional DirectorsNurse Unit ManagersDirectors of Nursing | These leaders are critical to ensuring consumers know how to provide their feedback. They can support messaging to their clinical teams to be brave and ask for feedback, and also to share stories about their area with their teams in a safe environment. |
| ***Why:***Management teams know the most about their staff and strategic and day-to-day operations of their department. This group will have influence over the staff within their departments and insight as to how to effectively promote the use of Care Opinion within these areas. They will be useful for designing collaborative tasks like campaigns to promote story generation. Stories may highlight issues that they were unaware of and influence future planning and training for their staff. |
| ***How:*** Regular meetings should include an agenda item to discuss Care Opinion stories, improvements or upcoming campaigns to ensure implementation complements day-to-day activities and operation. You may like to set up dedicated meetings around campaigns to identify themes for delivery and maximum exposure for story generation. |
| Quality and Safety TeamChief Governance UnitPatient Experience Team | Close ties and understanding of the role of relational feedback is critical to align patient experience activities across the service. |
| ***Why:*** These groups will have a solid understanding of the NSQHS and can therefore help position Care Opinion internally to help reach Standard 2. As they are already involved with patient feedback/experiences it will be worthwhile to ensure they have a strong understanding of the platform to assist engagement when dealing with critical feedback. This team may help turn critical feedback that identifies areas of improvement into action and plan changes as a result of the feedback.  |
| ***How:*** Ideally these groups would be receiving a high level of communication regarding stories on Care Opinion. A number of these staff may be set up as members and responders under the service subscription. Day-to-day alerts and training will ensure they are kept up-to-date and capturing evidence to optimise the benefit for the service through relational feedback and consumer-led health systems improvement.  |
| Frontline Clinical StaffFrontline Non-Clinical Staff | Care Opinion can be a great tool to support staff morale. Messaging to clinical staff needs to remind them of safety in anonymity and to ask consumers to tell their story. |
| ***Why:*** Clinical and non-clinical staff on the frontline are going to be the subjects of a large portion of feedback received through Care Opinion. They are in a good position to promote Care Opinion and assist storytelling and may also feel some concerns about the use of the platform. |
| ***How:*** Involve the platform in regular staff engagement pieces. Use stand out stories that mention staff by name to influence staff recognition practices, embed the story widget onto the intranet and include stories in staff newsletters etc. Foster a sense of involvement and collaboration by providing extra training to frontline staff to undertake assisted storytelling and influence campaigns. Where possible promotion of Care Opinion in the service could include imagery of staff and the hospital/care facility. |
| Consumer Advisory Councils | Representatives on Consumer Advisory Councils are well connected and know their community. They can be a great advocate inside and out of the service through local networking activity. |
| ***Why:*** Consumer advisory councils are in a unique position with their level of internal and external influence. Stories may shine a light on issues that they were not aware of, or may support their concerns/congratulations. This group might like to take their knowledge of the platform to external events and groups etc. This can encourage further storytelling, and dependent on the groups they are involved with, could create trends in storytelling themes. |
| ***How:*** Discuss use at consumer advisory council meeting. Update the council on campaigns and potentially take advice/involvement on future campaigns to investigate themes prevalent within the service. Consider the development or provision of promotional collateral for these individuals to disseminate as part of their local network activity. |

**Segment 3 stakeholders: Keep informed**

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| Board of Directors | The opportunity to see the service through the eyes of the consumer is something Board Directors really appreciate. They will proudly promote the good work you’re doing through a strategic lens. |
| ***Why:*** Depending on the service your Board of Directors may be representing your service at industry meetings, conferences and at other events. It is important for them to be well versed on the platform and understand its implementation at the service while they may like to share their knowledge externally. Additional to this, they will also have a level of influence in policy and strategy within the service. |
| ***How:*** Updates on the platforms progress brought to standard Agenda items at Board meetings or in the form of Board reports. Some Board members may elect to be updated more frequently by being added to the subscription and receiving alerts. Encourage Board members understanding of the criticality of stories and what this means for the service in terms of reputation and risk and encourage an interest in consumer-led health systems improvement. |
| News Media OutletsCommunity Organisations | Local news is a great vehicle for messaging and for partnering with campaigns. |
| ***Why:*** Keeping the community and news media outlets informed ensures there is a constant stream of promotion to generate stories. Social media is a useful tool to promote stand out stories, celebrate staff and encourage storytelling during campaigns. News media outlets can be useful to highlight recent campaigns or upcoming campaigns if you are hoping to target a specific audience. |
| ***How:*** Social media updates i.e. highlighting stand out stories and/or examples of celebrating staff named in positive stories. Use of QR codes and invitation links through social media can assist in campaigns where you might be targeting specific groups or themes. The Care Opinion Team can also work with you to develop messaging to share on social media platforms and with news media outlets.  |

**Segment 4 stakeholders: Develop understanding**

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| Volunteers | Volunteers see things that those working in a service may not, they can be well placed to support campaigns or other story generation activity in the hospital in a way that a poster can’t. Being able to engage directly with patients in a comforting way. |
| ***Why****:* Volunteers, similar to non-clinical frontline staff, are uniquely placed to encourage and support storytelling. Volunteers have direct contact with consumers on a day-to-day basis and through the support they provide have a level of influence, they too may become storytellers if they witness an event they wish to provide feedback about.  |
| ***How:*** If your volunteers are included in regular correspondence like e-newsletters this is a valuable tool to keep them familiar with the site. As volunteers move through the service they are able to offer light messaging and support consumers to tell their stories. It is recommended that volunteers develop an understanding of the platform from a storytelling and story collection perspective so some training may be useful as it’s important they feel this is straightforward and safe for the consumer.  |
| Consumers | There may be specific consumer groups you wish to engage or it could be all of service. Consumers need to know where they can share their story and feel heard. |
| ***Why:*** Without consumers there is no stories, it is therefore important to ensure the correct messaging is reaching consumers. Ensure consumers understand the scope of the platform i.e. anonymity, public, online and with the ability to have a conversation, as well as it’s availability (online, leaflets, phone stories etc). |
| ***How:*** Through the use of hard copy promotional material within the service, soft copy promotional material (e-newsletters, emails, on discharge papers and through word of mouth. Community organisations linked to the service may also be supportive of displaying promotional material and educating their members on the platform. Campaigns will be useful at targeting groups of consumers to hear from them specifically.  |
| Corporate Service ManagersMarketing and Communications Managers | Engagement with key staff responsible for messaging about your service will be critical to ensuring positioning and exposure for success. |
| ***Why:*** Corporate service managers will have influence in the roll-out of the platform and will need to develop a strong understanding to inform their decision making. Marketing and Communication Managers will be key in assisting promotion of the platform, and potentially assisting development of key messages to communicate to consumers.  |
| ***How:*** Regular meetings and updates to the corporate service managers will ensure the platform is included in day-to-day management duties and a level of understanding is maintained. The marketing and communications team may require a more ‘as needed’ basis contact method during campaign planning and other planned promotion activities. |

## **Phase 1 | Stakeholder Analysis and Platform Positioning**

The communication strategies in Phase 1 will support staff education and connection with the Care Opinion platform. It will provide a framework of support for Operational Leads to roll out Care Opinion across the organisation.

**Desired outcomes:**

* Active support and commitment secured from the Board of Directors.
* The impact of change on each stakeholder group is understood and key messages are developed, and where applicable, released.

\*Please note: ‘Owner’ has purposefully been left blank so the service may attribute these items to the staff member best suited. The Care Opinion Team will always be ready to provide support to the staff implementing these actions.

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| **Objective** | **Target audience** | **Communication method** | **Key message** | **Frequency** | **\*Owner** |
| To educate Board members on the strategic advantage of the Care Opinion Australia platform  | CEO and Board of Directors | PowerPoint presentation during board meeting – see Care Opinion for slide deck and content | * Value of relational feedback is evidence-based
* Fundamental principle is transparency and providing a neutral space for conversations about care
* Stories can be used to support the meeting of Standard 2: Partnering with Consumers
* Executive support and a strategic vision for the use of the platform enables success
* Reporting functionality is comprehensive
 | Once |   |
| Educate Senior Executive team on the strategic advantage of the Care Opinion Australia platform and understand necessary commitments needed. | Senior Executive team | PowerPoint presentation – see Care Opinion for slide deck and content | * How the platform assists in meeting accreditation
* Stories give broader insight into the patient experience and can pick up themes
* The publication of strongly critical stories is delayed by 5 full business days to allow the service to write a considered response, which is then published immediately after the story’s publication.
* Brief on commitment plan – organisational commitments/resources that need to be allocated
 | Once or as required with staff turnover |  |
| Staged implementation \*soft launch site location identification and notification* Ascertain which department/ward will be the first to implement use of the platform (Soft launch sites)
* Communicate why they have been chosen, what it means for them and what commitments are necessary
 | Site administrator with senior executive team to department managers | Soft launch site identification in a meeting and Invite department/ward managers to an open discussion session | * The reason the organisation has subscribed to Care Opinion and how it aligns with the organisation’s vision, values and strategic plan
* Key stakeholders (Segment 2 in Stakeholder Map) will be supported throughout, and beyond, the platform’s implementation

**Engage soft launch sites*** Platform will not be used as a performance management tool
* Executive Team is committed to using the platforms use and expects management staff to engage their staff with the platform.
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## \**Soft launch sites refer to departments/services where the platform will be rolled out first.*

## **Phase 2 | Create awareness of Care Opinion**

Phase 2 will build awareness and anticipation of the platform roll-out with staff, consumers and stakeholders. The focus is primarily on internal stakeholders, including staff in soft launch services and includes internal promotion, training and communications.

**Desired outcomes:**

* Key staff, committee members and volunteers understand the service’s commitment to using Care Opinion and the basic principles of Care Opinion feedback.
* Responders are trained in how to respond and understand the service’s expectations of response content and tone.
* Processes are in place to support front-line staff to engage with the platform and responders to respond to stories appropriately.

| **Objective** | **Target audience** | **Communication method** | **Key message** | **Frequency** | **Owner** |
| --- | --- | --- | --- | --- | --- |
| Administration training of the Care Opinion website for Site Administrators | Site administrators | Administrator – Member user guide, training sessions and train the trainer method | * How to navigate the website
* Member management
* Understanding the Tell Your Story and moderation process
* Accessing further learning/training material through the site
* How to promote Care Opinion
 |  |  |
| Information and training for the department/ward managers of soft launch | Department/ ward managers of soft launch | Site administrator to run training sessions and open discussion sessions assisted by online learning/training material on the site | * How to navigate the website
* Accessing further learning/training material through the site
* How to promote Care Opinion
* How to respond to stories/responding training
* Assisted storytelling training
 |  | Site administrator |
| Arrange Consumer Advisory Councils and volunteers  | Consumer Advisory Councils and volunteers | PowerPoint presentation: Understanding CO for volunteers and community advocates – see Care Opinion for slide deck and contentAssisted Storytelling Workshop | * Understand the role, purpose and value of relational feedback
* Understand their role
* How to engage your consumers with the platform
* How to assist consumers to share their stories
 |  |  |
| Announcing the platform with key staff engagement messages | All levels of staff | executive email | * Staff expectations and role
* Contact details for Site Administrators
* Where to find information about the platform and subscription
* Who to talk to about questions or concerns about the platform
* Provide frequently asked questions document
 |  |  |
| Communicate partnership with Care Opinion to general public | General public, newsletter mailing list (might include advocacy groups, community groups etc.) | Newsletter piece – electronic or print including co-branded materials – See Care Opinion Team | * Named contact for them to contact if they have questions/concerns/comments
* Dept/service area to be included as soft launch sites become an ambassador for the platform’s use
* Message included in the communication comes from the CEO or alternative Senior Executive
 |  |  |
| Training plan created for subscription members at subscriber and responder levels* plan can continue to service new members as they join
 | Staff currently listed as subscriber or responders on the subscription member list | Training session – accompanied by PowerPoints – see Care Opinion for slide deck and content. If internal Learning Management System in place these may be of use | * Staged sessions outlined to best support roll-out of the platform amongst subscription members
* Focus on developing familiarity with the site and who to go to for support
 |  |  |
| Adapt and communicate the ‘Response Process Workflow’ to responders in soft launch site | Responders in soft launch sites | Meeting/ training session | * Focus on understanding and implementing the use of the response process workflow to support new responders
 | Repeat as necessary |  |
| Care Opinion campaign calendar shared with Marketing/ Communications team | Marketing and Communication Team | Via email and if necessary a meeting to discuss – Care Opinion can be included | * Care Opinion has provided a campaign events calendar to support roll out and story generation
* Offer for marketing and communications team to contact Care Opinion as necessary
* Media kits will be sent to support campaigns included in the calendar
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## **Phase 3 | Roll Out Care Opinion – Soft Launch**

This will see consumers of soft launch sites become aware of Care Opinion and start to submit and receive responses to their experiences of care.

**Desired outcomes:**

* From training provided in Phase 2 staff in soft launch sites have the ability to reply to feedback feel confident navigating the Care Opinion website and respond to feedback effectively.
* Staff in soft launch sites feel confident to promote Care Opinion to patients who have had positive and negative experiences.
* Consumers sharing stories will receive a reply from the service, with some stories potentially leading to service improvements.
* People who use services can share feedback with Care Opinion and the service leads will responds. Service has clear protocol for responding.
* Make best use of allocated promotional materials by using them in a targeted fashion.
* Care Opinion is embedded at a team level and the process becomes sustainable without heavy involvement from Operational lead beyond the set-up period.

| **Objective** | **Target audience** | **Communication method** | **Key messages** | **Frequency** | **Owner** |
| --- | --- | --- | --- | --- | --- |
| Prepare for website with logo and blurb about Care Opinion on homepage | General public/consumers | Website and widget information pack | * Information about the service’s partnership with Care Opinion
* Latest stories widget
* Story telling widget\*Timing of release is at the discretion of the HSO but we urge services to not delay beyond Phase 4 so messaging is consistent and there is evidence of organisational endorsement.
 | Bi-annual check  |   |
| Add Care Opinion stories widget to staff intranet | All staff | Stories widget – announcement via staff email – See Care Opinion Team for support | * Readily available for staff to view stories about their service
 |  |  |
| Promotional material strategically displayed will generate stories * Display/share in service
* Share electronically
 | Consumers | Print materials (Posters, flyers, leaflets, iPads etc.) and electronic (social media posts, e-newsletters etc.) | * It’s important that the service hears your voice and know what matters most to you
* The service respects and supports your wish to remain anonymous
* You will receive a response to your story
* The service can’t make changes if they don’t know about the things you think can be improved
* Hearing what is being done well means a great deal to staff, and the service will recognise staff that are being commended in stories.
* Care Opinion is safe and anonymous
 |  |  |
| Evaluate implementation at soft launch sites  | Staff at soft launch sites | Evaluation method of choice: we would recommend this happens in written form i.e. survey – see Care Opinion for suggested content | * Thank staff at soft launch sites for their commitment to being the first site of implementation
* Communicate need to gain insight on what went well and what could be improved for further implementation
 |  |  |
| Using learnings from soft launch sites as training for department/ward managers in all other sites  | Department/ward managers | Training sessions supported by content on the website | * How to navigate the website
* Accessing further learning/training material through the site
* How to promote Care Opinion
* How to respond to stories/responding training
* Assisted storytelling training
 |  |  |
| Drop in sessions for staff | Key stakeholders, ground staff | Virtual or physical meetings | * A space for staff to ask questions about use of the platform and strengthen understanding
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| Celebrate champions from soft launch sites | Department/ ward managers and ground staff  | Presentation of certificates, social media posts and internal display e.g. staff notice boards or intranet – See Care Opinion for co-branded materials | * CO Hero certificate meaning and what the achievement means
* Recognising individual and team achievements
* Care Opinion is a method for positive feedback
 |  |  |

## **Phase 4 | Expand and Embed Care Opinion in Service**

This will see consumers become aware of Care Opinion and start to submit and receive responses to their experiences of care.

**Desired outcomes:**

* All departments/wards begin to encourage, receive and respond to feedback
* Staff across all sites:
	+ are confident to navigate the Care Opinion website
	+ are willing to act as ambassadors of the platform for staff in Phase 2 sites
	+ are confident to promote Care Opinion to patients who have had positive and negative experiences.
* Anyone leaving feedback will be confident that the service will reply.
* The service has developed both a local awareness raising and social media campaign

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| **Objective** | **Target audience** | **Communication method** | **Key messages** | **Frequency** | **Owner** |
| Website with logo and blurb about Care Opinion on homepage released along with widgets | General public/consumers | Website and widget information pack | * Information about the service’s partnership with Care Opinion
* Latest stories widget
* Story telling widget
 | Bi-annual check  |  |
| Care Opinion embedded with other feedback channels | Consumers | Add Care Opinion details to any letter templates that are sent to patients i.e. discharge papers | Any combination of:* It’s important that the service hears your voice and know what matters most to you
* The service respects and supports your wish to remain anonymous
* You will receive a response to your story
* The service can’t make changes if they don’t know about the things you think can be improved
* Hearing what is being done well means a great deal to staff, and the service will recognise staff that are being commended in stories.
* Care Opinion is safe and anonymous
 |  |  |
| Update key messages based off learnings from Phases 1-3 | Will be determined by learnings | Potentially internal and external methods | * Which key messages have been best understood
* What parts of the platform have integrated well

See Care Opinion Team for further support |  |  |
| Launch campaign (organisation wide)* See Care Opinion Team for further support
 | Key stakeholders (segment 2), ground staff, volunteers and consumers | Use of co-branded materials (distributed organisation wide) | * Focus on relational feedback than the partnership now it is established
* Focus on conversational feedback rather than compliments or complaints (conversations about care)
* Including quotes from champions on their experience so far
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## **Phase 5 | Maintain and Review Care Opinion in Service**

Putting processes in place to monitor how the roll out of Care Opinion is progressing am becoming a key part of how the service seeks and responds to feedback. Putting processes in place to monitor stories and responses.

**Desired outcomes:**

* Key staff members receive scheduled reports from the Care Opinion website
* Progress in measured against service-defined indicators
* Progress of the Care Opinion subscription is reviewed regularly to action taken where needed
* The service listing and member roles are reviewed and refined, staff are set up to receive accurate email alerts and reports.
* Consumers are aware of the platform and confident that their stories are genuinely welcomed, will be used to inform service improvement and will be responded to with compassion and respect.
* Community promotion tactics and campaigns are routinely employed to encourage consumers to share their stories.

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| **Objective** | **Target audience** | **Communication method** | **Key messages** | **Frequency** | **Owner** |
| Review member list on Care Opinion for new members and check in with existing members | Existing and new subscription members | Member roles templateEmails | * Discuss individual comfortability navigating and using the platform
* Offer refresher training where needed
 | Bi-monthly |  |
| Develop a set of indicators to monitor and review feedback* Bring identified trends to executive meetings
* Bring service responses to trends and evidence of changes made to board meetings
 | Board of Directors, Chief Executive Office and Senior Executive Team  |  MeetingsReports generated through the platform | * How the platform can help identify trends through the use of tags
* Use of story tags (internal) to tracks new and existing trends – See Care Opinion Team for support
* Tracking how trends are being responded to and changes made in response
* Suggested KPIs around story generation campaigns
 |   |   |
| Care Opinion logo added to email signatures | Key stakeholders (Segment 2) - Including: responding staff, executive team and site administrator (Q&S person) | Meetings Email | * As the platform is further integrated with the service including the logo in email signatures is a good demonstration of commitment to relational feedback
* Partnership visibility
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| Set quarterly review calls/webinars between the Exec lead, Operation lead and Care Opinion | Executive lead and Operational lead | Video conferencing Emails | * Discussion on roll-out, partnership and hurdles
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| Social media campaign  | Consumers and general public | Social media kindness kit (provided by Care Opinion)Social media posts | * How the service is acting on online, relational feedback
* Story generation campaign – encourage consumers that their feedback matters
* Raise awareness of the service’s commitment to public, online feedback
* Invite consumers to share their stories
* Focus on episodes of care involving outstanding kindness
 | Can be repeated as necessary as a story generation campaign |  |
| Staff champion and CO Hero campaigns  | Key stakeholders (segment 2), ground staff, volunteers and consumers | Social media post and internal promotion (i.e. staff notice board and intranet) – See Care Opinion Team for support | * Internal: CO Hero certificate meaning and what the achievement means
* Internal: Recognising individual and team achievements
* Internal: CO is a method for positive feedback
* External: Thank consumers for sharing moral boosting feedback
 |  |  |
| Change made campaign | Key stakeholders (segment 2), ground staff, volunteers and consumers | Social media post and internal promotion | * Highlight of changes made (re-focus onto service improvement)
* Why would you share that you’d made a change?
* You said we did
* Thanks to the storytellers
* Highlight the partnership with consumers
 |  |  |