

How to Develop Effective Consumer Communications

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Build Your Foundation by Unleashing the Power of Purpose

Vision, Mission, Values



Your Mission, Vision & Values

Statements that define and guide your organization's work.

- These statements are clear and concise
- They convey the future direction of the organization
- They direct, motivate and inspire your board, staff and those you serve

What is Vision vs. Mission?

Vision(ary)

Sees what is possible – sees the potential

Mission(ary)

Carries out the work – puts the vision into practice

How do *Values* fit in?

Value statements tell us how the organization will do its work.

Vision Statement

The **Vision Statement** conveys the purpose and values of the organization. For nonprofits the focus should be on the difference you want to make in your community. It is future focused and incorporates the organization's values. It conveys what the future would look like if you can achieve your goals.

Vision Statement Examples

Austin Travis County Integral Care

ATCIC envisions a caring and healthy community that supports individuals and families in achieving self-reliance and self-determination.

CommUnityCare – Austin, Texas

Improve the health of the community by increasing access to the best care possible.

St. Davids Health System - Austin, Texas

Exceptional Care, Customer Loyalty, Financial Strength



Mission Statement

The **Mission Statement** is more purpose focused and lays out primary objectives. It explains what the organization does, for whom, and the benefit or impact of that work. This statement focuses on how the vision will be accomplished.



Mission Statement Examples

Austin Travis County Integral Care

Improving the lives of people who experience behavioral health, developmental and intellectual challenges.

CommUnityCare – Austin, Texas

We will work with the community as peers with open eyes and a responsive attitude to provide the right care, at the right time, at the right place.

St. Davids Health System - Austin, Texas

To provide exceptional care to every patient every day with a spirit of warmth, friendliness and personal pride.



Values Statement

A **Values Statement** identifies values and beliefs that will be incorporated into all aspects of the organization's daily work. These values need to become part of the "corporate culture". They should be tied into the organizations planning, implementation of work, and self-evaluation. Part of employee evaluations should be based on these values.

Value Statement Examples

ATCIC Value Statements

People- ATCIC's greatest strength is people – consumers, family, staff, and the community by promoting a culture built on trust, respect, teamwork, communication, creativity, and partnership in an environment that strives for equal opportunity.

Integrity- ATCIC delivers on its promises and is accountable for its performance by working towards open and honest dialogue with consumers and staff, while cooperating within and across organizations to deliver the highest quality results.

Leadership-ATCIC courageously confronts challenges through advocacy, public awareness, and building support for a community that meets the behavioral health and IDD needs of individuals and families.

Excellence- ATCIC is committed to excellence by providing highly valued products and services in the most cost-effective, timely, safe and collaborative manner.



Value Statement Examples

CommUnityCare

Respect – We treat our patients and peers with dignity and embrace diversity.

Integrity – We are honest and sincere, doing what is right, not what is expedient.

Dependability – We are accountable and strive to exceed expectations.

Teamwork – We work together, promote cooperation, and value the opinions of patients and peers.

Quality – We strive for excellence in all that we do.



Value Statement Examples

St. David's Health System

Our Values - I.C.A.R.E.

- Integrity
- Compassion
- Accountability
- Respect
- Excellence

Vision / Mission Format

Our **vision** is a community where

_____.

To bring that vision into reality, we do

for _____

in the _____ (location).

Your Vision, Mission, Values

- Do you know, and can you recite your community center's mission, vision and values?
- Can staff recite your mission, vision and values?
- Have these become a part of your daily corporate culture?

Branding and Re-branding



What is a Brand?

- A brand is the central and foundational asset in an organization's competitive strategy.
- Provides leverage that can drive growth, profitability and customer loyalty.
- It is your commitment to deliver services or programs customers expect and are consistent with your **“the brand promise.”**

More on Brand Promise

- Core positioning platform and business model should serve as a sustainable platform for a common brand experience.
- This means business and clinical functions should align with position, strategy, mission/vision
- Center should be familiar with your brand and staff should feel supported with resources to deliver the brand promise

Creating Meaningful Brands

Meaningful brand differentiation can improve:

- Patient acquisition and loyalty
- Employee recruitment and retention
- Physician/provider talent
- Contracting and partnering leverage
- Revenue and profitability
- Philanthropic effort

Long-Term Strategy

- It will impact future generations
- Use the exercise to leverage profile and leadership position in the community
- Doesn't have to cost you \$\$\$\$\$
- Use focus groups, consumer feedback, data or strategic planning goals to begin the discussion

Educate and Involve the Board

- Start with Board approval
- Gauge and measure existing perceptions; they will be interested (you should know this anyway)
- Take your time and float ideas
- Understand and learn their perspectives
- Teach them how branding works (use textbook approach and other experts)

Depersonalization

- Hire a consultant
- It's not about you or your position as staff
- Anticipate staff and board resistance
- Not about “MHMR” pride, fondness or personal association to your work
- Resist falling in love with an idea
- Use consumer testimonies (live or filmed) during BOT meetings for impact

Develop Your Process

- Use a comparative analysis
- Vet variety of approaches, e.g. name after a consumer, taglines, tone, descriptive, geography, etc.
- Collaboratively develop criteria with BOT
- Involve legal department early in the game
- Create budgets (common question)
- Test names
- Be Committed!

No Cookie-Cutter Approaches

Each community center is unique

- Depersonalize
- Know your board
- Identify obstacles and supporters
- Leverage testimonials and supporters
- Trust the process

Rebranding Community Health Centers

chc

Community Health Centers
of Austin and Travis County



CommUnityCare



**Austin Travis County
Integral Care**
Behavioral Health & Developmental Disabilities Services

Rebranding Community Centers



Austin Travis County
Mental Health Mental Retardation Center



Austin Travis County
Integral Care

Behavioral Health & Developmental Disabilities Services



Austin Travis County
Integral Care

Behavioral Health & Developmental Disabilities Services

Rebranding Community Centers

New logo: Modernizes the previous logo with clean, smooth lines and highlights two people supporting one another reaching for a common goal. This duo represents the critical role of family, friends and healthcare staff in the care and treatment of individuals.



New name: Incorporates old and new; "Integral" was intentionally chosen to emphasize the essential need of our services for overall good health (see definition above) and "Care" to honor the deep comit and compassion of staff.

**Austin Travis County
Integral Care**
Behavioral Health & Developmental Disabilities Services

New Descriptor: Clearly states agency services using current industry terminology.



Implementation

- **Develop Brand Standards**
- **Update Stationary, Website and Publications**
- **Promotional Materials**
- **Secure PR Opportunities; Stakeholders**
- **Internal Communications (MIS)**
- **Hold an Event (forums)**
- **Cross Promote Where Possible**
- **Timing: Hard and Soft Launch**

Measurement

- **Prepare Concurrently with Implementation Components**
- **Attitudes and Perceptions (before and after surveys)**
- **New and Enhanced Relationships and Opps**
- **Promotional Materials**

(See Re-Branding Process and Considerations handout)

Communication Strategies



Public Relations

- Contacts are key
- Staff culture and support is critical
- Turn clients/consumers into ambassadors
- News releases are not enough (media relations)
- Perception is reality; visibility is important
- Don't be afraid to look good and boast
- Use your resources strategically

Advocacy & Govern't Relations

- Establish collaborative work relationships with local NAMI, MHAT, Texas Council and other organizations already involved (share resources)
- Engage feedback from PNAC, Consumer Council, local state hospital, peer groups, etc.
- Make sure your local delegation knows your community center and executive director
- Communicate regularly - during and after sessions

Marketing and Advertising

Begin with clear marketing communication goals and clearly defined audiences. (See *Basics of a Marketing Communications Plan* handout)

Decide what communication vehicles will be most effective to reach your target audience(s):

- Publications
- Paid advertising
- Local and state directories
- Direct-mail
- Special events

Outreach and Special events

Determine what is the most effective use of your resources to reach out to the community and your specific target audiences:

- Exhibiting at health fairs and conferences
- Participating in presentations at workshops, conferences, and business meetings
- Participating on boards or committees of synergistic organizations
- Sponsoring your own special events or fundraisers

Keys to Successful Messaging

- Know your audience
 - What do they know?
 - What do they need to know?
 - What's in it for me? (target the intended audience member)
- Use simple language - easy to understand
- Have all messaging be consistent
- Limit the number of main points
- Repetition, repetition, repetition

Keys to Successful Messaging

Be consistent across publications, website and other communication formats

- Use of corporate identity (name, logo and tagline)
- Use of mission/vision statements
- Color and visual elements
- Writing style and tone
- Be authentic and transparent
- Don't forget HIPPA laws/compliance
- Compatibilities for hearing/seeing impaired

Cultural Competency

- Know your audience
- Be prepared to offer bilingual materials and messages
- Be sensitive to cultural subtleties
- Understand various communication preferences, styles and appropriate media

Social Media

Website / e-Communications

Have a Plan

- Think three years out, but no more
- Start by building a solid foundation; bells and whistles can come later
- Determine your audience, respect confidentiality, organize information, test and re-organize
- Use consistent branding/messaging online and off
- Establish metrics and set goals

Your Social Media Audience(s)

- Reach segments of people you wouldn't otherwise (younger individuals and DONORS)
- Distribute important information in a timely manner that is easily accessible, i.e. crisis communications
- Produce information for smart phone users – one of the largest growing segments for online use
 - Emerging technologies for consumers and providers

Facebook, Twitter and Others

- Popular: 80% of the U.S. online population visited a social media site in December
- Evaluate what % of your consumers are online

Caution: Need Resources!

- Staff that are savvy, technology and trends change frequently
- Staff with energy, time and interest
- Expect both faster growth and higher churn than you see with your email list

Safety and Privacy

- **Don't allow staff to post personal information** unless they want people to know it (including those interested for the wrong reasons)
- **Assume that every post is both permanent and public-** despite privacy settings
- **HIPPA Compliant**
 - Consumers may self-disclose. Consider your liability.

Considerations and Tips

- Social media creates a **consumer democracy**. Is your organization prepared for two-way, interactive communication?
- Consider your posts are read. Being subtle, funny or ironic is hard in 140 characters or less.
- Make sure more than one person has access (login information/content management)
- Integrate into key procedures/processes

Social Media Opportunities

- Sharing, not selling or ROI
- Rational communication – not transactional communication (not a sales tool)
- Serving consumer need
- Gaining trust and encouraging dialogue, not practicing authority role
- Increasing awareness and patient education
- Creating foundation for new relationships

Summary

If you have the appropriate resources and act in compliance with safety and privacy social media can:

- Build brand loyalty and help deliver your brand promise
- Increase organizational credibility
- Relay your desire to listen to criticism and consumer needs

Questions?



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