

Midland Health Board

Communications Strategy

An Bord Sláinte Lar Tíre
Straitéis Chumarsáide



AN BORD SLÁINTE LÁR TÍRE
MIDLAND HEALTH BOARD

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Foreword

Quality, equity and fairness are the platforms on which the Midland Health Board aims to deliver health services to the people of the Midland region. To achieve this, we need co-operation, commitment and vitally, effective and open communications.

In our Quality Strategy delivered in 2001, the Board committed itself to "Doing all the right things right". That as much as anything applies to how we communicate with our staff, our clients, external organisations, and the public at large. The importance of communications was also underlined in the Board's Human Resource Strategy 2001-2010.

This document details the Board's Communications Strategy. It will act as a blueprint for how we communicate with all our key audiences in 2003 and beyond.

The strategy is drawn from a detailed, research-based analysis of the communications needs of our staff, the public and those organisations with whom we work in partnership.

One of the key findings of that research is the vital role played by the Board's staff in the communications process. Most people view the staff of the Midland Health Board as the preferred and most credible source for information about health services in this region.

*"Think like a wise man.
But communicate in the
language of the people."*

WB Yeats

A priority of the Communications Strategy is to ensure that our staff have all the information and knowledge they require to not only carry out their work to the highest standards possible, but also to act as 'ambassadors' for the health service to the people of the region.

Our aim is to have information available in a timely and accessible way to all those who seek it. But communications is not just about disseminating information; it is a two-way process. More than ever, the Board will actively seek feedback, comment and information from our staff, service users and all other relevant audiences.

Whether through tried and tested communications channels, such as the Board's newsletter, or through initiatives such as electronic information points for the public provided in partnership with local authorities, communications will be fair, honest, clearly understood, and literacy and disability proofed.

Our commitment to quality demands honest and effective communications throughout all levels of the organisation. This document outlines the Board's approach to achieving that end.

Pat Gaughan

CEO

Midland Health Board

The Vision

The management and staff of the Midland Health Board will communicate effectively with each other and with the public we serve, in an open, responsive and accessible way.

Support and Commitment

Recognising the importance of communications, we are committed to developing a communications philosophy and systems to meet the expectations of the people we serve and to facilitate effective two-way communications with our staff.

The Director of Corporate Fitness, supported by the Director of Communications, is responsible for communications.

Corporate Fitness exists to assure quality and fairness throughout the organisation and good communications systems are central to the provision of high quality accessible services for our patients and service users.

“A chain is only as strong as its weakest link”

Corporate Communications

A system of Corporate Communications harmonises all forms of internal and external communications activity as efficiently and effectively as possible, so as to create a favourable basis for relationships with all individuals and groups with whom we are involved.

Two concepts are central to corporate communications:

Corporate Image:

The picture that people have of the Board.

Corporate Identity:

The self-presentation of the Board via its behaviour, symbolism and communications.

The communications, behaviour and symbolism of the organisation determine its reputation. An organisation that has a strong, convincing corporate identity and a favourable corporate image can achieve much more with its various target groups in the following ways: raising motivation among its employees, inspiring confidence among its service users, and enhancing its reputation among the general public. The challenge, therefore, is to direct the organisation's communications objectives from within the corporate strategy – corporate identity – corporate image triangle.

At national level, we are already working with the eGovernment programme, including REACH to ensure that the benefits from these developments are fully realised for those living in our area.

The Communications Team is already in the process of piloting a system that provides standardised information on contacts and local health services provided by the Board. Feedback from the operation of this pilot system will form part of the next stage of this development, and will include the availability of health entitlements on-line.

Against this background, and mindful that communications and information now play a strategic role in every realm of activity, we have developed a Communications Strategy to address the communications needs of our staff, our service users and the general public.

Achieving our aims and objectives requires communicating well with every individual, group and organisation providing services and with those for whom services are provided.

An important part of any organisation's role is to ensure that the information provided both by it, and to it, is easily accessible, relevant and timely. To this end, we recognise the importance of communications and its role in developing services to meet the expectations of both the community we serve and the internal information needs of our own staff.

The strategy outlined here sets out our goals and will inform our future communications policy. Our new approach is about open communications, better listening and sharing information.

“Communication isn't over when you have delivered the message”

Communicating towards a strategic framework

Implementation of the following recommendations of the Communications Group, who devised the strategy, will ensure that the best systems and methods of communicating are available to continue to meet the unique needs of our various key audiences.

- *That information and knowledge is effectively transmitted both internally and externally to our key audiences*
- *That methods of communications used by us will assist and facilitate the attainment of our corporate goals, functional strategies and objectives*
- *That at all times we have at our disposal the most modern and up to date systems and methods of communications*
- *That all new systems and methods of communications will be subject to rigorous appraisal ensuring technical efficiency and compliance with requirements of end users*
- *That a culture and an awareness of effective and appropriate communications methods are promoted within the organisation*
- *That a code of practice for ethical communications is established*
- *That we put the necessary infrastructure in place to communicate in an effective and efficient manner with our key audiences*
- *That the appropriate structures are in place to promote and maintain effective communications in accordance with best practice*
- *That our communications needs are taken into account in the planning and design of new health service infrastructure*
- *That our systems and methods of communications will be subject to on-going monitoring and evaluation in accordance with best practice consistent with our commitment to a Continuous Quality Improvement approach to service delivery*
- *That our Communications Strategy will accommodate the process of conjoint working among health boards in pursuit of National Health Strategy objectives.*

“Our approach... open communications, better listening and information sharing”



Background

Background

In order to inform the development of the strategy, the Director of Communications established a Communications Group representative of all service areas and the Board's Partnership Committee. In keeping with the aims of the Health Services National Partnership Forum, a key objective of the strategy is the partnership approach.

Communications Group

- Ms Dymphna Bracken, Director of Communications, Chairperson
- Ms Mary Culliton, Director of Corporate Fitness
- Ms. Louise Cooney, Corporate Fitness, (Secretary)
- Ms. Finola Colgan, Development Officer, Mental Health Association
- Ms Sinead Hardiman, Health Promotion Officer, Consumer Health
- Ms. Geraldine Graham, Asst. Director of Nursing, Midland Regional Hospital at Portlaoise
- Mr. Liam Hackett, Principal Clinical Engineering Technician
- Ms. Veronica Larkin, Manager Speech and Language Therapy Services Longford/Westmeath
- Ms. Rosarii Mannion, Recruitment Officer, Human Resources

- Mr. Brendan Nealis, Superintendent Community Welfare Officer, Laois/Offaly
- Mr. Pat O'Dowd, Asst. CEO, Community Services
- Mr. Chris Plunkett, ICT Officer Systems and Networks
- Mr. Oliver Smith, Partnership Facilitator
- Mr. Leo Stronge, Regional Materials Manager.

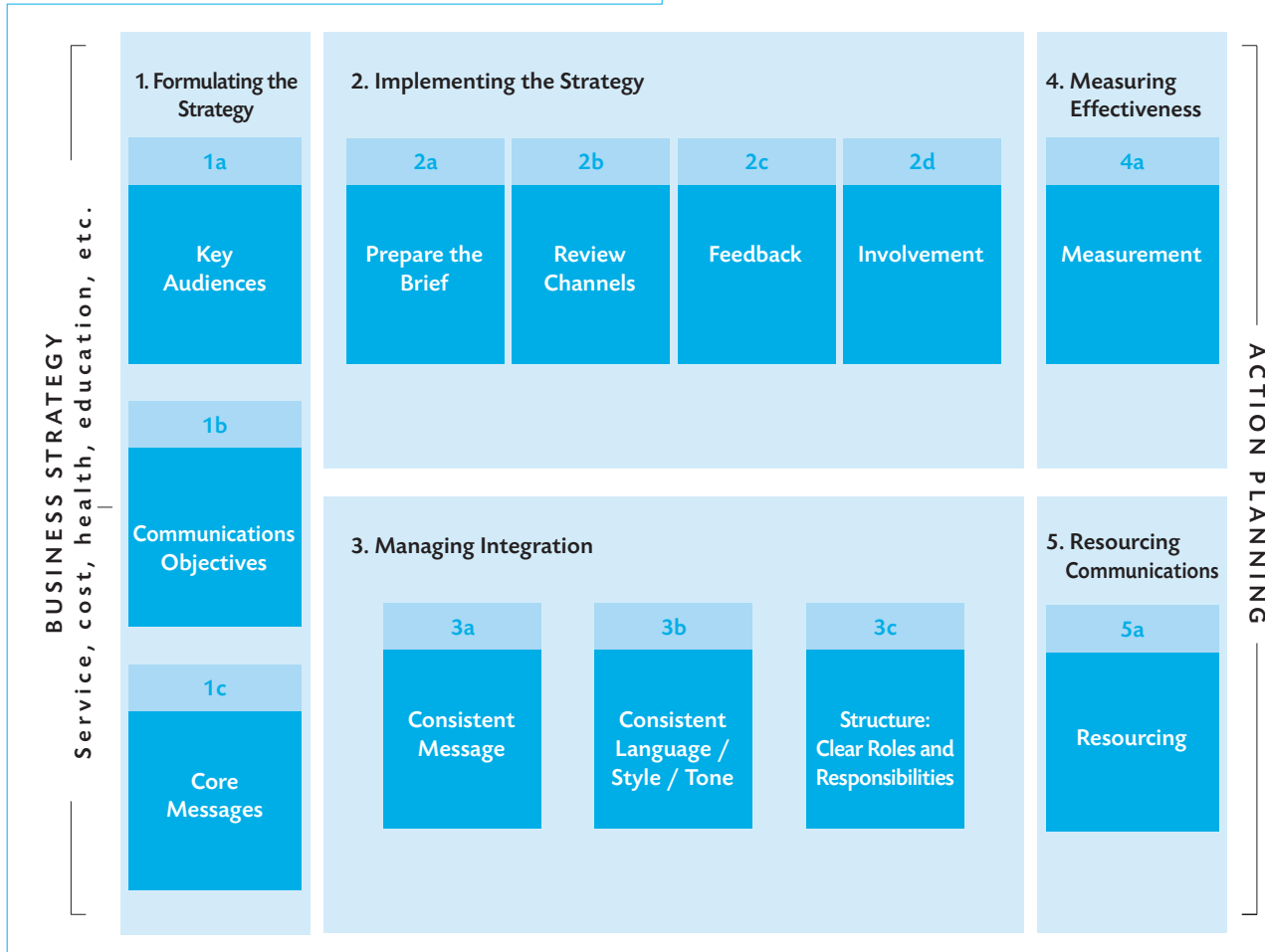
The Library and Information Service and staff from the Management Services Department were an integral part of the research and development of this strategy.

The views of staff were invited through a number of focus groups, the staff newsletter, and the Intranet. The views of service users and the general public were sought through research carried out independently by Lansdowne Market Research.

The commitment of senior management to the strategy was evidenced by their decision to include the development of a Communications Strategy and Action Plan in the Board's 2001 Service Plan.

Other supportive initiatives included a new senior management structure and recent strategies including the Human Resource Strategy and Partnership.

A Best Practice Framework



"Listen, listen, listen"

Consultation before Action

Based on the above Best Practice Model, before setting out its objectives, the Communications Group carried out a very comprehensive consultation process. This gave every member of staff, and a very representative sample of people living in the Board's area, an opportunity to contribute their views and suggestions as to how communications with staff and members of the public could be improved.

Internal Research

- Focus Groups
- Staff Newsletter
- Intranet site

Sample of what staff said when invited to describe their current experience of our communications:

- "All correspondence goes to the line manager and by the time I get it, it is old news and the deadline dates are well gone"
- "Access to e-mail is very poor. There should be at least one computer in each department with access to e-mail and Internet"
- "Members of the public sometimes ask how something is progressing in our area and more often than not we haven't heard about it – the immediate response is 'do you work there at all?'"
- "Internal communications is only one-way – heads of departments down. There is no proper feedback mechanism"
- "Your invitation to this focus group is the first time I have been asked for my views on anything since I joined this Board. This meeting shows that the Board cares about something"
- "There is very little communication with out-lying locations"
- "It can take hours to get a specific piece of information. We do not know what information is available or where to get it".

When invited to suggest how communications could be improved staff put forward the following suggestions:

- More staff/multi-disciplinary meetings because they are a good forum for discussion
- Improved e-mail and Internet access
- Corporate induction for new staff
- More consultation with staff
- Publication of a directory of services
- Publication of directory of personnel.

External Research

To establish the views of the general public, we employed Lansdowne Market Research to give a snapshot of the quality of our communications from the public's perspective.

Lansdowne Market Research conducted 300 face to face home interviews with persons over 15 years of age in Laois, Longford, Offaly and Westmeath. Quotas were set on known distribution of age, sex, region and social class.

Overall, the findings were positive concerning the effectiveness of our communications programmes in terms of awareness.

What the public said when invited to describe their current experience of our communications:

- It appears according to the independent research, that our campaigns are being targeted quite effectively with information regarding drug and alcohol services, for example, showing highest awareness among younger people and articles on cancer services reaching an older audience
- Among users of our services, levels of satisfaction with our staff in general were high, but many felt that issues of communications in terms of clear explanation of procedures could be improved

- The public is quite confident in their ability to find information regarding our services, with the preferred source being their doctor or our own staff
- In terms of the most effective means of communication, it is widely accepted that getting information directly from our own staff is the most effective.

What Lansdowne Market Research recommend

- The establishment of a feedback mechanism
 - Key channels for information dissemination should be our staff and general practitioners as they are the public's preferred sources of information
- Equality of communications in geographical terms must be a clear priority
 - Information must be more strongly associated with the Midland Health Board
 - Emphasis needs to be placed on best communications channels to facilitate middle-aged people
 - Decisions regarding choice of media should be taken in light of the desired target audience and the media deemed to be most effective by them.

“Well informed and motivated staff are the organisation’s best ambassadors”

Communications Needs Analysis

Following the consultation process, the Communications Group organised a workshop involving members of management and staff to produce an implementation plan in line with the views raised during our consultation process.

Communications needs of management

- Ensuring that each member of our staff has the relevant information available to them to assist them in their work
- Ensuring that service users and the general public are well informed in relation to all services, developments and activities
- To receive feedback to enable services to be continuously improved.

Communications needs of staff

- Access to suitable communications facilities and systems
- Information on pay/tax/superannuation and entitlements
- Clear guidelines on roles, responsibilities, accountability and decision-making

- Information on opportunities for learning and development
- Methods of giving/receiving feedback
- Information on Human Resource policies and procedures.

Communications needs of the public

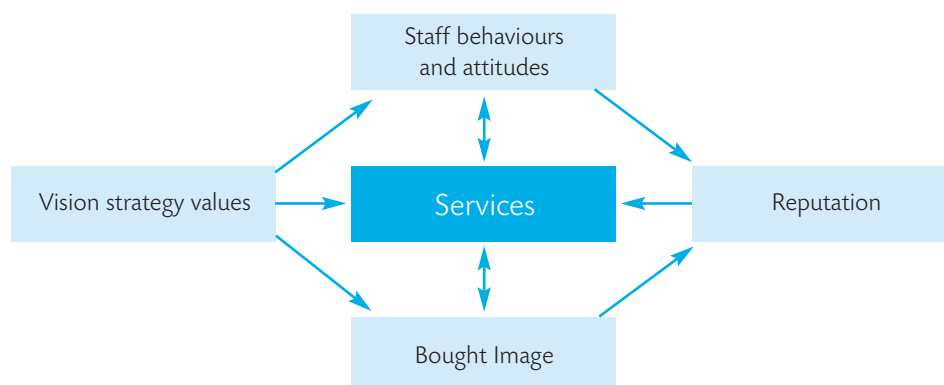
Members of the public interviewed by Lansdowne Market Research were broadly satisfied with the effectiveness of our communications programmes. When asked how we could improve our communications with the public, persons surveyed suggested:

- More information on services and entitlements
- Better access to information on services
- More health information in local media
- Our own staff as a source of information
- Opportunities to provide feedback and ask questions.

“Good internal communications has a direct impact on the external image of the organisation”

Integrated Communications Planning

The Communications Process



Good internal communications has a direct impact on the external image of the organisation. Well informed and motivated staff are the organisation's best ambassadors. To ensure the most professional image for our organisation, communications therefore must be integrated and consistent.

Communication Standards

Accessibility

Every member of our staff and the public will have access to the information they need, when they need it from the most accessible channel.

Consistency

Our messages will be simple, regular, focused and consistent.

Responsiveness

Our communications will be a two-way process and will be fostered by the delivery of appropriate messages in the most reasonable timeframe.

Dignity

Our messages will be delivered in a language clearly understood and sensitive to the needs of our intended audience.

Appropriate

We will communicate through the most appropriate and effective delivery channels taking our target audience into account.

Effectiveness

We will communicate openly and honestly and will evaluate public and staff feedback on a regular basis.

Audiences

Among our key target audiences are the following:

- Our Staff
- Board Members
- The Department of Health and Children
- Service Users
- The General Public
- Voluntary and Statutory Organisations
- Unions and Professional bodies
- Academic Institutions
- The Media

Channel Audit

Communications channels are the means by which we communicate with staff and members of the public. Current channels include:

- Face to face
- Internal post
- E-mail
- Newsletter
- Board publications
- Information leaflets
- Local and national print and broadcast media
- Intranet
- Comment Enquiry Complaint and Appeal System (CECA)

Corporate Communications Objectives

External

- To provide accurate, relevant and timely information to as many persons as possible living in our area, on health information, services provided and new initiatives
- To encourage feedback from our service users and members of the public, through a variety of communications methods including Consultative Committees, a Comment, Enquiry Complaint and Appeal System (CECA) and Interactive Information Points to be provided in association with local authorities in our area
- To further enhance communications with Board members, through the use of information technology
- To further develop our Website www.mhb.ie as a user friendly, up to date and interactive site for disseminating information to members of the public
- To foster good working relationships with the media, through the provision of timely and informative press releases and spokespersons as a means of explaining and promoting our services, new developments and health information to the public at large
- To ensure that all our new services and developments are communicated immediately to relevant staff members (who according to independent research are the public's choice of information channel) so that they in turn can provide appropriate and timely information to the public.

Internal

- To set up a team meeting structure, in association with our Human Resources Department, to enable our staff to be informed of all strategies, initiatives and plans relevant to their work area with a built-in feedback mechanism to foster both a bottom up and top down approach to communications
- To pilot a number of interactive information points, to ensure that as many members of our staff as possible have access to our Intranet site, which includes all relevant information pertaining to career opportunities, information resources, benefits and entitlements and a feedback mechanism for views, comments and suggestions
- To ensure that each new member of staff is invited to attend a corporate induction workshop and is provided with a relevant corporate pack on joining our organisation
- To ensure that each member of staff has an understanding and working knowledge of the key objectives and actions of the National Health Strategy Quality and Fairness and principle elements of each of our own strategies
- That each member of staff would know the key performance indicators, targets and current performance for their own area of service, as included in our Service Plans
- In line with the National Health Strategy Quality and Fairness and the National Health Information Strategy and new information technology developments, we will continue to explore new and innovate ways of communicating key messages to our staff, services users and members of the public.



Changing Approach to Communications

Changing Approach to Communications

Consultation will be a huge part of future communications with our staff and members of the public. The ideas and experiences of our staff and members of the public in the planning, delivery and evaluation of our service can be of great value to our organisation.

The new approach will be about sharing information and winning engagement instead of winning the argument.

Communications will be simple and clear, open and honest instead of cautious and jargon ridden.

When our staff were consulted as part of the preparation of this strategy they described communications as in need of a more structured approach. The success of this new approach will depend on each member of staff being prepared to share information with colleagues at all levels, and not just with particular individuals or departments within the organisation.

Communications in the future will be all about two-way communications, discussion and sharing of information. The new approach will be moving away from the set piece performance to practical working sessions as demonstrated below.

Management Style – Developing a Team Approach

Our new approach to communicating is about listening and sharing of information, which will prosper, with a style of management, which lends itself to:

- Open communications
- Sharing information
- Better listening
- Easy and regular access
- Accepting criticism
- Encouraging lateral thinking
- Giving and receiving feedback

The communications challenge is to move from a compliance culture, which involved

- Instructing
- Informing

To a communications culture involving

- Informing
- Listening
- Responding

Communicating is not the responsibility of any one department or individual in the Midland Health Board.

Each level within the Board has its own responsibility to ensure that correct and appropriate messages are communicated on time and understood by the receiver.

NEW APPROACH

FROM

**Set Piece performance
Largely one way
Words and theory
Blind with science
Them and us
Selling
Winning the argument
Cautious**

TO

**Practical working session
Mostly discussion
Facts, images and stories
Simple and clear
One Team
Sharing information
Winning engagement
Open and honest**

Responsibility for Communications

The Corporate Team

The purpose of the team is to advise the Chief Executive Officer (CEO) on policy formation and to oversee the execution of the Board's policies. The team comprises members of staff whose remit extends to the region and who are assigned a place on the team by the CEO. Each member's role is to:

- Act corporately
- Sponsor projects, individually and jointly on behalf of the Corporate Team and report on the progress to the team
- Represent the Corporate Team on external assignments and keep the team briefed in relation thereto.

The team includes the CEO, members of senior management, general managers, directors of services and project specialists.

Communicating effectively is a key objective of the Corporate Team.

Responsibilities of the Corporate Team Members

- To create a communications culture
- To communicate strategic issues
- To plan and deploy resources
- To lead by example
- To ensure that information is cascaded to next appropriate levels
- To demonstrate commitment
- To ensure that managers know that good communications is a key element of good management
- To oversee, monitor, evaluate and measure communications at a corporate level
- To give and receive feedback.

Heads of Service/Line Managers

Heads of Service/Line Managers are responsible for converting the Board's mission, vision and strategies into operational realities.

Responsibilities of Heads of Service/Line Managers

- To receive and disseminate appropriate information
- To prioritise action and allocate responsibility
- To identify training skills
- To build communications in with service and operational plans
- To be accessible
- To link between line management and corporate management
- To demonstrate commitment and lead by example
- To foster good communications between departments and services
- To obtain and give relevant feedback.

Staff

Staff are responsible for informing themselves and using the facilities and environment created at corporate and department level.

The Responsibilities of Staff

- To be inquisitive and enquiring
- To be receptive
- To give and receive feedback
- To participate in organised information-sharing events
- To be respectful of information that is confidential
- To share information with colleagues.

The Vision Unfolds, the Action Begins



The Vision unfolds, the Action Begins

Objective 1

That an effective communications structure be put in place to provide opportunities for timely exchange of information between managers and staff to meet the

particular information needs of staff and the organisation.

Key Audience	Key Messages	Channels	Responsibility	Timelines	Evaluation
<ul style="list-style-type: none"> ■ Staff 	"Open and timely communications" "We welcome feedback"	The Board's own Intranet via PCs and Interactive Information Points. Team Meeting Structure. Face to Face Communications.	<ul style="list-style-type: none"> ■ Corporate Fitness ■ Communications Team ■ Human Resources ■ Line Managers/ Heads of Service 	2003 and ongoing	Number of PC's and Interactive Information Points. Number of hits on the Intranet. Staff survey.

Objective 2

That appropriate and timely information is targeted consistently to ensure that our staff, service users and the general public are well informed.

Key Audience	Key Messages	Channels	Responsibility	Timelines	Evaluation
<ul style="list-style-type: none"> ■ Staff ■ Service Users ■ General Public 	<ul style="list-style-type: none"> ■ "We aim at all times to keep you informed" ■ "We welcome feedback" ■ "Our information is open and honest and based on the best evidence available" 	<ul style="list-style-type: none"> ■ Staff ■ Local Media ■ Website ■ Publications ■ Information Leaflets ■ Directories 	<ul style="list-style-type: none"> ■ Communications Team ■ Corporate Team ■ Department of Public Health and Planning ■ Health Promotion ■ Human Resources 	2003 and ongoing	Surveys. Feedback systems. Market research.

Objective 3

That an effective Comments, Enquiry, Complaint and Appeal system (CECA) be put in place to enable

members of the public to feedback their views and enable us to continuously deliver a quality service.

Key Audience	Key Messages	Channels	Responsibility	Timelines	Evaluation
<ul style="list-style-type: none"> ■ Service users ■ General public ■ Job applicants 	"Help us deliver a quality service"	Comments, complaint, enquiry and appeal system (CECA)	<ul style="list-style-type: none"> ■ Corporate Fitness ■ Human Resources 	2003 and ongoing	Feedback from comments, complaint, enquiry and appeal system.

Objective 4

To produce a directory of our services to meet the communications needs of our staff, service users and the general public.

Key Audience	Key Messages	Channels	Responsibility	Timelines	Evaluation
<ul style="list-style-type: none"> ■ General Public ■ Service Users ■ Staff ■ Media 	"Informing our staff and the general public of our varied and broad range of services"	Directory of Services	<ul style="list-style-type: none"> ■ Commu- nications Team 	2003/2004	Number of directories published. Number of directory hits on our Internet site.

Objective 5

To provide further opportunities to enable the general public and our service users to be informed of our services, the Board in association with the four

local authorities in the area will pilot Interactive Information Points in accessible locations.

Key Audience	Key Messages	Channels	Responsibility	Timelines	Evaluation
<ul style="list-style-type: none"> ■ Staff ■ Service Users ■ Staff Unions ■ Management 	"Partnership can deliver a quality health service through employ- ee participation and consultation in the design and development of services"	<ul style="list-style-type: none"> ■ Staff ■ Website ■ All publica- tions ■ Local Media ■ Information Leaflets 	<ul style="list-style-type: none"> ■ Midland Health Board Partnership Committee ■ Corporate Team ■ Staff unions 	2003 and ongoing	Number of hits on Interactive Information Points.

Objective 6

To provide a support system to aid the promotion and development of Partnership between management, staff and unions to deliver a patient focused quality health service. It is recognised that

open communications systems facilitate cognisance of both management and staff view points and contribute to an enhancement of mutual respect and trust.

Key Audience	Key Messages	Channels	Responsibility	Timelines	Evaluation
<ul style="list-style-type: none"> ■ Staff ■ Service Users ■ Staff Unions ■ Management 	<p>“Partnership can deliver a quality health service through employee participation and consultation in the design and development of services”</p>	<ul style="list-style-type: none"> ■ Staff ■ Website ■ All publications ■ Local media ■ Information leaflets 	<ul style="list-style-type: none"> ■ Midland Health Board Partnership Committee ■ Corporate Team ■ Staff Unions 	2003 and ongoing	Partnership Diagnostic Toolkit

Objective 7

To ensure that all our communications are fair and clearly understood by each of our target audiences and to avoid stereotyping, all our future publications

and reports will be proofed in accordance with best practice, disability, literacy and equality guidelines.

Key Audience	Key Messages	Channels	Responsibility	Timelines	Evaluation
<ul style="list-style-type: none"> ■ Each member of our general public 	<p>“Fair and clearly understood communications”</p>	All our publications and reports	<ul style="list-style-type: none"> ■ Communications Team 	2003 and ongoing	<ul style="list-style-type: none"> ■ Surveys ■ Market Research ■ Feedback systems

Objective 8

To facilitate the objectives of the Official Languages (Equality) Bill 2002.

Key Audience	Key Messages	Channels	Responsibility	Timelines	Evaluation
General Public	<p>“The Board is committed to fostering a bi-lingual culture”</p>	All our publications and reports	<ul style="list-style-type: none"> ■ Corporate Fitness ■ Communications Team 	2003 and ongoing	<ul style="list-style-type: none"> ■ Number of bi-lingual publications and reports

Objective 9

To establish further consultative/advocacy groups to enable and facilitate continuing consultation with all our target audiences.

Key Audience	Key Messages	Channels	Responsibility	Timelines	Evaluation
General Public	"Helping individuals to participate in decision making to improve their health"	Consultative/ advocacy and focus groups	<ul style="list-style-type: none"> ■ Line Managers/ Heads of Service ■ Corporate Fitness ■ Communications Team 	2003 and ongoing	<ul style="list-style-type: none"> ■ Number of Committees ■ Feedback mechanisms

Objective 10

That corporate induction sessions be organised initially for all new staff joining the organisation, in

line with the wishes of our staff for to be better informed of the Board's policies and procedures.

Key Audience	Key Messages	Channels	Responsibility	Timelines	Evaluation
New and existing staff	"Keeping our staff informed"	Corporate Induction sessions	<ul style="list-style-type: none"> ■ Human Resources ■ Corporate Fitness ■ Communications Team 	2003 and ongoing	<ul style="list-style-type: none"> ■ Number of staff inducted ■ Staff feedback

Objective 11

That a forum involving our general practitioners be established to examine how best to meet their

information requirements, in line with the findings of our independent research.

Key Audience	Key Messages	Channels	Responsibility	Timelines	Evaluation
General Practitioners	"Communications with General Practitioners"	A Communications Forum	<ul style="list-style-type: none"> ■ Communications Team ■ Primary Care Unit 	2003/2004	<ul style="list-style-type: none"> ■ Number of GP's involved

Objective 12

To develop corporate identity guidelines to assist staff who produce written information to ensure that the

Board establishes a consistent image and style with audiences both inside and outside the health service.

Key Audience	Key Messages	Channels	Responsibility	Timelines	Evaluation
<ul style="list-style-type: none"> ■ Staff ■ General Public 	<ul style="list-style-type: none"> ■ "Equity and Fairness" ■ "A people centred service" ■ "Doing all the right things right" 	<ul style="list-style-type: none"> ■ Team meetings ■ Face to face meetings ■ Intranet ■ Staff Newsletter ■ Information sessions ■ Workshops focusing on the principles of the strategies and their relevance to the work of the staff concerned ■ Notice boards 	<ul style="list-style-type: none"> ■ Corporate Team ■ Line Managers/ Heads of Service ■ Corporate Fitness ■ Communications Team 	2003 and ongoing	<ul style="list-style-type: none"> ■ Attendance at sessions ■ Direct feedback from staff ■ Questionnaires

Key Indicators of Success



Key Indicators of Success

By the end of year two of the Action Plan, staff will report not less than 70 per cent satisfaction with the following statements:

- I have access to the information I need to do my job
- My manager takes positive steps to keep me informed
- I understand the roles and responsibilities involved in my own area of work
- I have a working understanding of the national and Board's strategies and policies relevant to my area of work
- I understand how my own service is performing compared to performance indicators
- I feel that I am generally well informed in respect of my job entitlements and the supports which have been made available by the Board
- I have regular opportunities to give my views
- Communications in my area of work is two-way

Members of the public will believe that communications are:

- Accessible
- Open
- Honest
- Timely
- Clear

Resources

A Director of Communications and a Communications Assistant have been appointed to further develop internal and external communications, and will be given adequate support services.

"Winning engagement instead of winning the argument"

The Future



“Communication is an everyday commitment”

“Consumers need access to high-quality information on health to fully benefit from health and social systems and to participate in decisions relating to their health. Readily available information stimulates self-help and informed choice”.

Quality and Fairness - A Health System for You.

Tá gá go mbeadh teacht ag tomhaltóirí ar eolas d’ard-chaighdeán faoi chursaí sláinte ionas go mbainfidh siad tairbhe iomlán as na córais sláinte agus shóisialta atá ar fáil agus go mbeidh siad páirteach sna cinní a dhéanfar faoina sláinte féin. Spreagtar daoine chun cinní a dhéanamh agus chun cabhrú leo féin nuair a bhíonn teacht éasca ar eolas.

Ardchaighdeán agus Cothroime - Córas Sláinte Duitse

