

Spitfire Strategies Smart Chart 3.0

RWJF Strategic Communications Training Program 2009

NPO/Program Area:

Organization: California Action Coalition, Workgroup #7

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Date completed: 9/23/2011

1 Step One: Program Decisions

Broad Goal: What do you want to achieve over the long term?

Prepare and enable nurses to lead change to advance health

Objective: What's the first measurable step you need to accomplish within the next 12 months to move toward your goal?

Inform all healthcare organizations, direct-care nurses, nurse leaders, and schools of nursing in California about the California Action Coalition

Decision Maker: Who makes your objective a reality by taking a specific action or changing a specific behavior?

Direct-Care Nurses
Administrators and Nurse Leaders in healthcare systems
Nursing Associations / Organizations
Board of Registered Nurses
Schools of Nursing
Department of Public Health Services



② Step Two: Context

Internal Scan: What are your organization's assets and challenges that may impact your outreach strategy (budget, staffing skills, resources, reputation, etc.)?

Assets:

WIDE scope of expertise
 -Clinical
 -Research
 -Policy
 Passion and dedication to the work
 Strong nurse leaders within the state to serve as role models

Challenges:

Lack of funding and resources
 Lack of structured communication plan
 Limited time for nurse leaders to mentor
 Limitations on capacity for supporting programs
 Nurses do not often speak with "one voice"

External Scan: What is already happening outside your organization that may impact your strategy (e.g., timing of the issue or events, activities of other organizations in this space, barriers audiences may face to taking action, other potential obstacles or opportunities)?

Assets:

Healthcare Reform - ACA
 California Healthcare Workforce Alliance - Primary Care work
 Longterm Care Association - supportive of nursing taking on leadership roles

Challenges:

Healthcare Reform - ACA
 CNA
 Misconceptions by the medical community regarding the role of nurses in leadership of the healthcare delivery team

 Challenges with communicating with the public / consumers of healthcare

Define Your Position: Do you need a plan that will frame, fortify and amplify or reframe?

- Frame (no one is talking about your issue)
- Fortify and Amplify (you like the direction the debate is headed and want to push it further)
- Reframe (you want to change the discussion about your issue)



③ Step Three: Strategic Choices

Decisions to Make	Audience 1	Audience 2	Audience 3
<p>Audience Target: Who must you reach to achieve your objective?</p> <p>(There's room to describe three audiences here. You may not have that many or you may have more.)</p>	Direct-care nurses	Healthcare Administration / Nurse Leadership	Nursing Associations / Organizations
<p>Readiness: Where is your audience on your issue? Are they ready for what you want to tell them?</p>	<input checked="" type="checkbox"/> Stage 1: Sharing Knowledge <input type="checkbox"/> Stage 2: Building Will <input type="checkbox"/> Stage 3: Reinforcing Action	<input type="checkbox"/> Stage 1: Sharing Knowledge <input checked="" type="checkbox"/> Stage 2: Building Will <input type="checkbox"/> Stage 3: Reinforcing Action	<input type="checkbox"/> Stage 1: Sharing Knowledge <input checked="" type="checkbox"/> Stage 2: Building Will <input type="checkbox"/> Stage 3: Reinforcing Action
<p>Core Concerns: What existing belief or value can you tap into to engage and resonate with your audience? What existing belief might be a barrier you have to overcome?</p>	<p>Value: Their role on the health care team</p> <p>Barrier: Don't identify self as leader</p>	<p>Value: Having a good reputation of quality care</p> <p>Barrier: concern over spending money on unproven / unmeasurable outcomes</p>	<p>Value: wide-spread leadership is important to advance the profession of nursing</p> <p>Barrier: lack of specific useful knowledge of IOM report</p>

③ Step Three: Strategic Choices

Decisions to Make	Audience 1	Audience 2	Audience 3
<p>Theme: Your theme will guide solid messaging that reaches your audience and reinforces the core concern you want to tap. For example, if your audience's core concern is their pocketbook, your theme might be "we can't afford not to invest."</p>	<p>Delivering quality patient care requires leaders at every level. Within the healthcare team, nurses play a critical role in the management of patient care.</p>	<p>You cannot afford not to invest in the leadership development of your organization's nursing workforce</p>	<p>Nursing associations and organizations have a responsibility to the future of the profession</p>

③ Step Three: Strategic Choices

Decisions to Make	Audience 1	Audience 2	Audience 3
<p>Message: What key points do you want to make with each target audience?</p>	<p>Tap Value: You want to provide the best possible care to your patients every shift, every day.</p> <p>Overcome the Barrier: You depend on leadership skills you've developed and that are recognized by all members of the healthcare team in order to organize and manage the care you provide.</p> <p>Ask: Visit our web site to learn more about the California Action Coalition's support of leadership opportunities for all nurses.</p> <p>Echo Vision: Together we can advance nurse leadership to ensure the highest quality care for every patient.</p>	<p>Tap Value: Your organization prides itself in delivering high-quality care.</p> <p>Overcome the Barrier: There is strong evidence that nurse leadership training results in improved patient outcomes.</p> <p>Ask: Learn more about the ways in which strong nursing leadership can further advance your reputation as a high- quality healthcare system.</p> <p>Echo Vision: A culture that supports nurse leadership shows the community that you value their healthcare.</p>	<p>Tap Value: Leadership at every level is necessary to promote the nursing profession to a higher level.</p> <p>Overcome the Barrier: The California Action Coalition can provide you with the detailed knowledge of the implementation of the IOM report here in our state.</p> <p>Ask: Schedule a time to meet with us.</p> <p>Echo Vision: Together we can foster nurse leaders from the bedside to the boardroom.</p>

③ Step Three: Strategic Choices

Decisions to Make	Audience 1	Audience 2	Audience 3
<p>Messengers: Who will best connect with the audience? Who is their social reference group on your issue? Can you show them a trusted leader taking action?</p>	<p>Tap into programs already in-place through organizations, and the work of the Action Coalition in providing presentations, ads in NurseWeek, Advance, BRN, CNO's, Graduate nursing programs, etc.</p>	<p>Nurse Leaders already involved on the work group or within the regional areas</p>	<p>Identify representatives within the work group or regional areas who can bring this information and serve as spokespersons to the organizations they are affiliated with</p>



④ Step Four: Communications Activities

<p>Tactics: What activities will you use to deliver your messages to your target audience(s) (e.g. meetings, Web sites, newsletters, press events, letters, phone calls, paid advertising)? Don't forget to consider organizational capacity.</p>	<p>Timing: When will you implement each tactic? Note key dates, deadlines and events. Be realistic – you can't communicate with audiences 24/7. Note natural opportunities when your audience is more likely to be attuned to and act on the issue. Plan ahead for the unexpected – sometimes events beyond your control can be a</p>	<p>Assignments: Who will implement each activity noted in the timeline?</p>	<p>Budget: How much time and money will you spend on each tactic? Be realistic about what you can accomplish given available resources.</p>
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④ Step Four: Communications Activities

	<p>chance to connect with your audiences. Use a timeline to plot out all the steps that go into each tactic listed.</p>		
<p>Audience 1: Staff Nurses Tactics: End every presentation with the "commercial" for the opportunities / web-site</p>	<p>-Look at current list of presentations to determine who will present commercial for the California Action Coalition. Timeline: Can start immediately</p> <p>-Ask for opportunity to present at staff meetings or host an in-service for RN's. Timeline: need to investigate when staff meetings take place</p> <p>-Post website information on bulletin boards in hospitals and clinics. Timeline: Within the first quarter of 2012 develop flyer for bulletin boards and electronic version that can be sent out</p> <p>-Develop advertisement for professional journals and magazines Timeline: within the first quarter of 2012</p>	<p>Co-Leads will work with Statewide Director and Regional Champions to come up with list of meetings/events for presentations</p> <p>Identify work group members to take on task of determining staff meeting times and locations</p> <p>Co-Leads will develop slides to be used on at end of presentations and make them available on website</p> <p>Work with Communications Team at UC Davis</p>	<p>Send email to work group members who expressed willingness to serve to get volunteers who will take on some of these activities (no cost)</p> <p>Co-Leads will try to identify speakers in the various regions in an effort to reduce travel costs</p> <p>These next two bullets will be part of the communications budget.</p>

④ Step Four: Communications Activities

<p>Audience 2: Health Care Administration/ Nursing Leadership Tactics: Emails, in-person meetings and phone calls to administration leaders informing them of the launch of the California Action Coalition Website</p>	<p>Ask for opportunity to present at staff meetings or host an in-service for RN's. Post information on bulletin boards in hospitals and clinics</p>	<p>Co-leads will work with Statewide Director and Regional Champions to come up with list of meetings/events for presentations</p> <p>Will deliver 10 presentations in each of the 8 regions by the third quarter of 2012</p>	<p>Same as above</p>
<p>Audience 3: Nursing Associations/ Organizations Tactics: Have representation on the CA AC by every professional nursing association within the state to increase awareness and get buy-in</p>	<p>Identify representatives in every nursing association in California to connect with a local Regional Champion Timeline: There will be at least one announcement shared in the communications of each nursing association / organization with their members regarding the launch of the CA AC web-site by 2nd quarter of 2012</p> <p>Identified associations will post a link to the CA AC on their website Timeline: 10 professional associations will have links to the CA AC by the second quarter of 2012</p>	<p>Conduct conference call or webinar with representatives to inform them of the work of the CA AC and how they can promote this work within their organizations</p> <p>Work with Communications team at UC Davis</p>	<p>Same as above</p>



5 Step Five: Measurements of Success

Outputs: What will you produce to reach your objective (e.g., emails sent, events planned, phone calls made)?

Email announcements and track responses
Develop website advertisement/commercial
Hold conference calls and/or webinars

Outcomes: What is the result of your outputs that demonstrates incremental progress toward your objective (e.g., increased donations, positive editorial, new members)?

-RN's are aware of the CA AC
-Increase in the number of volunteers for the CA AC by 25% by the 2nd quarter of 2012
-Professional associations host advertisements / links to the CA AC on their websites
-Demonstrated commitment to the work of the CA AC by at least 20 healthcare organizations by the end of 2012



6 Step Six: Final Reality Check

Before you put your chart into action, test for accuracy by asking yourself the following questions:

- Is the strategy doable?
- Are your resources in line with your strategy? Does your internal and external scan support the decisions you've made?
- Are you motivating the right people to take the right action at the right time?
- Are your choices consistent? Does the logic flow from one box to the next? (Tip: Try testing your decisions backwards—i.e., by accomplishing these tactics using these messengers, we will deliver these messages, support this theme, tap into these values, move this target audience, etc. Does the logic work as well in reverse as it did when you worked through the chart? If not, go back and address trouble spots.)
- Will the tactics move you toward your objective? Will they reach the appropriate audience(s)?
- Are you using the best persuasion practices, such as respecting the audience's lifestyle, sharing hope, making them the hero, positioning the issue within the social norm, etc.?
- Are there any assumptions or guesses built into the plan that require further research to confirm or correct?
- Is there buy in from your organization to implement the plan?
- Are there other objectives you need to Smart Chart to ensure you're taking a comprehensive approach to meet your overall goals?

⑥ Step Six: Final Reality Check

Can you measure progress?

If you answered NO to any of these questions, go back and work through your choices again.