

10/01/2019

HHQI Communication Plan

Introduction

The Hamad Healthcare Quality Institute (HHQI) was established in 2015 as a national-level institute for quality improvement science and methodology with the aim of improving the quality of healthcare within Hamad Medical Corporation (HMC), the State of Qatar and the greater region. HHQI aspires to give quality a voice in Qatar and be a global leader in healthcare quality improvement. HHQI is relentlessly committed to enable the best care always by discovering, designing and sharing solutions that improve healthcare outcomes.

Education and knowledge transfer are the foundation of any sustainable quality improvement. HHQI focuses on building capacity and capability throughout the healthcare system; generating results in quality, safety and efficiency through collaborative learning systems and innovation; and by creating an infrastructure for sharing results and inspiring engagement across the healthcare community.

HHQI sees opportunities to further strengthen its awareness and reputation as a leading healthcare quality improvement institute within HMC and within the broader healthcare community in Qatar.

The communication plan serves three purposes:

- 1) To raise awareness about HHQI (in- and externally)
- 2) To strengthen HHQI's identity and reputation
- 3) To disseminate the improvement work from across the healthcare system in Qatar

The following outlines the communication plan for HHQI for 2019, specifying our objectives (why), our key stakeholders (who), our main messages (what) and communication channels (how). We will conclude with a proposed set of measures to assess the impact of our efforts- which will be aligned with the Corporate Communications Department.

WHY: Communication objectives:

Our overall communication objectives are to

- i) Build internal and external awareness for HHQI
- ii) Strengthen HHQI's reputation as a catalyst for healthcare improvement in Qatar and raise HHQI's profile as a trusted and well-respected Quality Institute.
- iii) Disseminate the excellent quality improvement initiatives from across the healthcare system in Qatar

WHO: Main stakeholders

Internal:

All HMC employed staff: corporate, facilities and support staff, with a focus on frontline staff engaged in direct patient care and clinicians engaged in support services that impact patient care.

Underlining the importance of leadership engagement, leaders and frontline staff may be specifically targeted for selected messages.

External:

Those affected by the hospital, but not employed by the hospital; in order of priority:

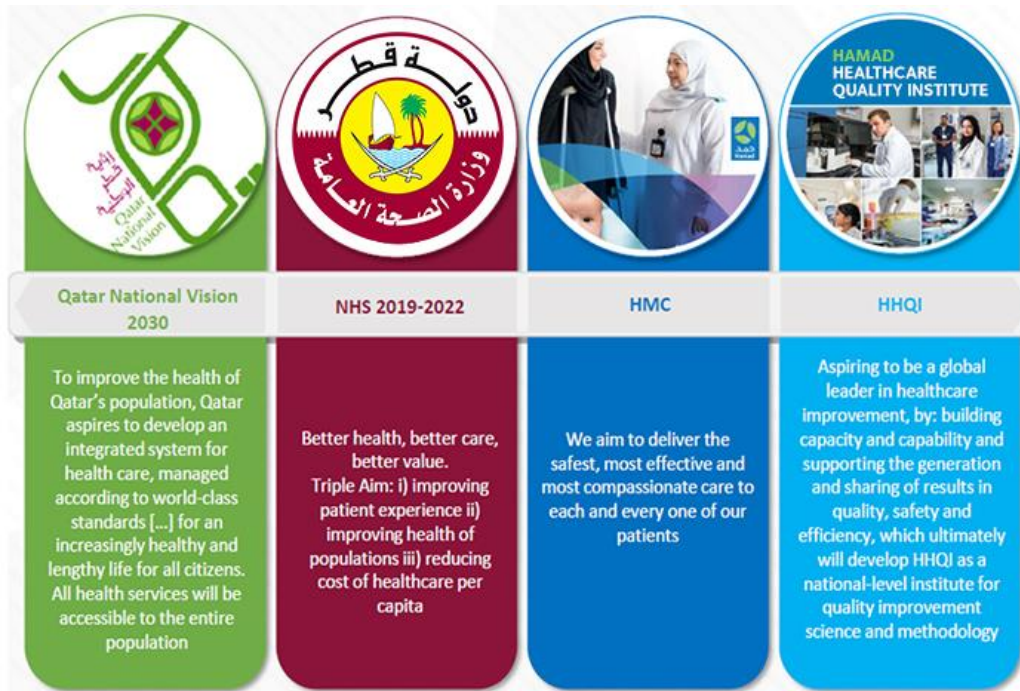
- Ministry of Public Health and relevant political stakeholders
- Healthcare professionals in Qatar and the region
- Partners (with a focus on those involved in the National Patient Safety Collaborative)
- Universities delivering healthcare related sciences such as medical, nursing, pharmacy (undergraduates and professors)
- Suppliers and those that rely on hospital outputs
- General public

WHAT: Messaging

Content creation will need to be conducted on a regular, and consistent basis and should be:

- i) Linked to the Qatar National Vision 2030 and National Health Strategy 2019-2022
- ii) Build the HHQI reputation as a leading teaching organisation, committed to promoting excellence in quality care grounded in evidence-based improvement methodology, and

- iii) Strengthening the HHQI identity as a trusted quality improvement institute and strategic resource to promote learning and knowledge of QI principles and methodology



Content development should address the communication objectives in creating awareness, building a reputation and sharing improvement stories in- and externally. With a focus on:

- Outlining HHQI identity and ambitions (who we are & what we do)
- HHQI's role in advancing in three areas for HMC, Qatar and across selected geographies in the region:
 - Capacity Building:** creating a healthcare quality improvement curriculum and community of change agents ensuring that improvement science drives our work

HOW: prioritised communication channels

To reach our objectives, we will utilise the most prominent communication channels to reach our internal and external stakeholders.

Internal Channels	External Channels
HMC Start the week newsletter (all HMC staff)	Homepage hamad.qa with dedicated HHQI content ('online platform')
HMC Staff Newsletter/ MD Letter	Newspapers and trade publications
Leadership channels- tbc	Academic channels (white papers, academic articles)
Intranet Itawasol (currently outdated)	ME Forum, IAP meeting, etc.
Homepage hamad.qa with dedicated HHQI content ('online platform')	Social Media: LinkedIn, Twitter, Instagram, Facebook
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IMPACT MEASURES:

To measure the impact of our communication, brand metrics and 'campaign' engagement will need to be measured.

Initially, we would increase awareness among relevant (internal and external) stakeholders. From awareness we would then strengthen reputation through improving consideration (of HHQI as a partner), conversion (to using HHQI as a partner), loyalty (continuing to use HHQI and ultimately advocacy (active endorsement of HHQI) for HHQI both in- and externally.

Potential brand and 'campaign' trackers:

- HMC/HHQI brand reputation measures (trust, safety, compassionate, effective)
- HHQI recognition and perception as healthcare quality improvement leader
- Internal and external engagement (clicks, reads, likes etc. depending on platform and what we already measure today)
- % awareness of HHQI as a leading healthcare quality improvement institute
- # people trained; faculty engagement

ACTION PLAN:

The operational plan will be finalized after approval of above outline; below is a first draft. The final plan will be based on IHI recommendations for more long-form content and complemented with practical, more easy-to-execute content to deliver on our communication objectives.

Short-Term Deliveries: Jan-Feb 2019

Touchpoints: LS4 of the NPSC, Submission of the Quarterly Report

1. HHQI introduction piece for internal and external communication: covering who we are, what we do, the highlights of 2018 and outlook for 2019 (Press Release, Start the Week, Social Media)
2. 'Profiles in Improvement series': profiling 3-5 IHI Fellows on video (90-120 sec'), who actively use quality improvement in their day to day work and how they support quality improvement initiatives across the healthcare system
3. National Patient Safety Collaborative: 2-3 quality improvement stories. Short-form video content (90-120 sec'); improvement stories through our leaders in HMC and partners. Utilising LS4 on 6/7 February 2019.
4. Outline the advantages of developing an *online platform* (under hamad.qa) dedicated to HHQI and healthcare quality improvement, accessible for all (internal and external) stakeholders, facilitating collaboration and communication. A professional online platform is essential to build the credibility of HHQI as a well-respected healthcare quality institute and to share results, improvement work and training opportunities across the healthcare system.

Mid-Term Deliveries: March 2019- June 2019

Touchpoints: ME Forum, IAP meeting

5. IAP meeting: ensuring the profiling of HHQI and conveying the main messages on i) capability building, ii) integrated quality improvement and iii) value improvement work. Potentially creating a glossy handout with key success stories.
6. Introduction of the capability and capacity building curriculum (Homepage?, Start of the Week, Social Media) and associated leadership communication

7. HHQI presence at ME Forum in March: find ways to introduce HHQI as the voice of healthcare quality in Qatar and engage and inspire the audience, introducing the three areas i) capacity building ii) Integrated Quality Improvement and iii) Value Improvement building awareness and strengthening the reputation of HHQI
8. Potential launch of a dedicated business platform containing key improvement stories, training opportunities, the science of improvement tools, leadership communication, best practise etc.

Longer-Term Deliveries: Q3 2019 and beyond

9. Content piece (journal/ trade article) on improving value at three strategic partner sites: HMC, NHS Scotland, Providence St. Joseph's. HMC: Using lean management accounting at Heart Hospital to remove waste. Use of similar methodology in three very different contexts. How to plan for spread/sustainability. Focus is on "early wins".
10. High impact publication: Case Study on HMC a national effort to improve healthcare quality and patient safety. Content form and execution to be defined with **IHI**. Proposed external author. Example: [Link](#)

APPENDIX Draft action plan based on aforementioned outline

What	Objective	When	To whom	Content	Channel	Responsibilities
Content development HHQI/CCOM for Dec- Jan- Feb 2019						
Press Release	Creating awareness for HHQI's ambitions	16 Jan 2019	General Public	Press article featuring HHQI ambitions, success so far and outlook for 2019.	Newspapers	VP to develop a press release proposal for JJ to edit with main messages HHQI 13/12. To be approved by Dr. Nawal and Mr. Nasser
Internal news article	Creating awareness for HHQI's ambitions	16 Jan 2019	HMC Staff	Press article featuring HHQI ambitions, success so and outlook for 2019.	Start the Week 20/01/19 <i>Hamad.qa / Itawasol</i> Social media (tailored post) Instagram, FB, Twitter	VP to provide content draft; CCD to develop article in various formats to fit channel and do the design work
Quarterly Report	Progress reporting	January 2019	MoPH Ministry Team	Quarterly Report following HHQI strategy and operational priorities, updating MoPH of HHQI's activities	Report submission	HHQI to create and submit the report
Profiles in Improvement Series	Building reputation, ownership and engagement	February 2019	HMC Staff & General Public	Launch the 'Profiles in Improvement series' -with the first profile in February 2019; coinciding with training communication. Profiling one of the IHI fellows: where they are now, how they have put their learning into practice. Proposed names: Dr. Aisha Hussain Al Adab, Dr. Jameela Ali Al Ajmi, Dr. Sahar Mubarak Abdulla Al Asam, Dr. Mohammed Ussama Al Homs, Dr. Nawal	Video format (est 120 sec)	Content form to be defined with IHI and CCD . IHI leads on initial 2 profiles; HHQI/CCD follows up on series.

				Mohd Al-Tamimi.		
NPSC: 2-3 improvement stories	Build reputation, ownership and engagement	February 2019	General Public	Bringing to life the unprecedented national effort to improve quality and safety through improvement stories from our leaders in HMC and partners. Link with LS4 on 6/7 Feb.	Video format (est. 120sec)	Content to be defined with IHI and CCD .
Outline the advantages of developing an <i>online platform</i> dedicated to HHQI	Build awareness, reputation, dissemination of improvement work	February 2019	Internal	Propose suggestions of how to create a professional quality improvement environment and dynamic platform for sharing, engaging and learning across the community – feasibility and cost implication.		Proposal to be prepared by VP
Content development HHQI/CCOM March- June 2019						
HHQI Intranet and Sharepoint presence - review	Building awareness in- and externally; contributes to reputation	01 March 2019	HMC Staff	Review and update all content on Itawasol and Sharepoint	Itawasol / Sharepoint	HHQI to develop content draft; CCD to support with content publication and set-up.
Internal leadership communication	Internal awareness and reputation building	Mid-March 2019 (before IAP)	HMC leaders	Leadership communication confirming HHQI's role to support with the realization of facility plans, introducing change agents and faculty, sharing the capability pyramid and education opportunities	<i>Format to be confirmed</i>	

External leadership communication	External awareness and reputation building	Mid-March 2019 (before IAP)	NPSC partners-leaders	Leadership communication confirming HHQI's role to support with the realization of facility plans, introducing change agents and faculty, sharing the capability pyramid and education opportunities	<i>Format to be confirmed</i>	
QI training communication	Creating awareness about capability building opportunities	March 2019	HMC staff, Healthcare Professionals	To announce the training program for 2019. <i>Note: discuss how to reach partners externally.</i>	Start the Week Intranet Promotional Flyers (tbc) Social Media tailored post	Content to come from the HHQI, CCD to develop the article and CCD design team.
IAP Presentation and Glossy	Progress reporting and opportunity to strengthen reputation	March 2019	IAP members + relevant others	Presentation and delivery of a Glossy brochure (printed) for IAP meeting featuring main contributions from the NPS collaborative, communication efforts to date and outlook 2019. Success stories: HGH-AMAU, PHCC, HH, Mobile Health, Home Health, Qatar Red Crescent, Sidra, Rumailah.	Distribute at IAP meeting <i>Discuss additional stakeholders</i>	Content to come from the HHQI (VP) in collaboration with CCD (JJ) . CCD (JJ and team) to develop and produce.
ME Forum	Creating awareness; building reputation	March 2019		Opportunity to present the case for HHQI and feature success stories. Showcasing HHQI giving a voice to quality in Qatar. TBC how to best do this.	<i>Approach to be confirmed</i>	
Content development Q3 onwards						
Spotlight on quality improvement	Building reputation and engagement	April 2019 onwards		Exemplify selected QI cases and feature in an original and engaging way to strengthen HMC's and HHQI's reputation	TBC	Content form to be defined with IHI and CCD .

cases						
Journal/ Trade Article	Building reputation and engagement	TBC		Improving value at three strategic partner sites: HMC, NHS Scotland, Providence St. Joseph's. HMC: Using lean management accounting at Heart Hospital to remove waste. Use of similar methodology in three very different contexts. How to plan for spread/sustainability. Focus is on "early wins".	Title(s) to be confirmed	Approach to be discussed and defined with IHI and CCD .
High Impact Publication	Building reputation and engagement;	Q3 2019	Wide distribution	Case Study: HMC a national effort to improve healthcare quality and patient safety	TBC	Content form and execution to be defined with IHI . Proposed external author. Example: Link

The above-mentioned plan in will need to be discussed with IHI and CCD and aligned with strategic initiatives.

Responsibilities: Valerie Pans (VP); Jasmeen Jutta Ul-Haque (JJ); Institute for Healthcare Improvement (IHI), Corporate Communications Department (CCD), Hamad Healthcare Quality Institute (HHQI).