

2012 Totem Awards

Category: V

Project: Improving Organizational Goal Communications

RESEARCH

Situational Analysis: The Virginia Mason Communications team received a strong trend of verbal and written feedback during 2010-2011, from both leadership and staff, that there wasn't enough internal awareness about our organizational goals and progress toward the goals. Since informed and engaged staff members are key to achieving the goals, we realized it was time to step up our efforts and develop a comprehensive communication campaign to improve awareness on this important topic.

Research: With the help of consultants Blackburn & Dimarco Communication Strategies, we held a series of creative sessions in early 2012 asking staff for their preferences and ideas on how they would like to receive goal information and what messaging would resonate for each goal.

We also did research in the PRSA and IABC online libraries, to consider what other companies were doing with best practices related to organizational goal communications.

Using feedback from the creative session focus groups, we developed a communication plan aimed at improving goal communication at Virginia Mason. Based on the focus groups, we knew many staff felt organizational goal topics were generally dull and they wanted us to provide a "fun" way of sharing that information – many people suggested using games.

The other feedback trend was the request for some type of dashboard. Staff wanted an easy, visual way to track our progress against the goals throughout the year. So our communication plan used those two ideas (make learning fun, offer a dashboard to track progress) as the central components of our campaign. We received several other good suggestions as well, which we can implement in the future as resources and time allow.

PLANNING

Goal: Improve organizational goal communications

Objectives:

- In a follow-up survey near the end of the campaign, at least 75% of staff will say they know more about our 2012 goals than they did at the beginning of the year.
- In a follow-up survey near the end of the campaign, at least 75% of staff write-in comments about the goal campaign will be positive.
- During the campaign, an average of at least 350 people will participate in each of the Goal Games.
- During the campaign, at least 700 people will view the Goal Dashboard.
- We will achieve an average of 1,000 readers for the ongoing V-Net (intranet) in-depth articles focused on goal topics.
- We will achieve at least 75% of our goals as an organization in 2012.

Strategies:

- Create a fun way to help staff learn about the organizational goals.
- Leverage the Olympics happening this year to generate extra publicity and awareness for our campaign.
- Provide a visual, easy-to-understand method for staff to track our monthly progress against the goals.
- Use traditional communication channels to reinforce what staff are learning about the goals and promote the Goal Games and dashboard.
- Engage leadership to generate excitement and interest for the Goal Games and dashboard within the organization.
- Leverage momentum from the Goal Games to start discussions in the fall about 2013 goals.

Audiences: Staff members are the primary audience and leaders are a secondary audience (they are involved, but not the main audience we're targeting).

Budget: The total budget for hiring the consultants to assist with the creative sessions and provide counsel was \$30,000. Other internal resources didn't charge for support.

EXECUTION

- Tactics:*
- * Develop a weekly online series of Goal Games that allows staff in all locations and work shifts to participate and learn about our goals in a fun way, touching on each of our six goal areas.
 - * Leverage external publicity around the Olympics and call our Goal Games the Goalympics (based on feedback from our legal team that the references and graphic we are using are distinct enough to not be considered infringing on the trademark Olympics name and logo).
 - * Create a Goals Dashboard that lets staff easily track our metric progress. The dashboard will have links for those who want to see trends and read more information, as well as a feedback mechanism for sharing questions and comments with the goal leaders.
 - * Use our mass communication channels (V-Net, CenterPieces, News Briefs) to promote the Goal Games and dashboard, and to share ongoing goal updates with staff.
 - * Create fliers and posters to promote the Goal Games and dashboard, distribute across the medical center.
 - * Use the Monthly Managers Meeting and News Briefs to ask managers to promote the Goal Games, dashboard and goal update stories with their team members.
 - * Starting in September, utilize our mass communication channels (V-Net, CenterPieces, News Briefs) to seek feedback on proposed 2013 goals.

Challenges/Solutions: Two weeks into our campaign we were contacted by the U.S. Olympic Committee, which asked us to stop referencing the Goalympics in our communications and related graphics because they felt our games were infringing upon their Olympics trademark. Rather than debate the issue, we decided to comply and took down the Goalympics references and artwork, switching to a more generic Goal Games description.

EVALUATION

Objective: In a follow-up survey near the end of the campaign, at least 75% of staff will say they know more about our 2012 goals than they did at the beginning of the year.

√ **99% of staff who participated in the online survey (267 out of 269) agreed they know more about the goals than they did before the campaign.**

Objective: In the follow-up survey near the end of the campaign, at least 75% of staff write-in comments about the goal campaign will be positive.

√ **98% of the write-in comments were positive (in fact, many people were pleading with us to do this again soon). See Staff Feedback section to read comments from survey responses.**

Objective: During the campaign, an average of at least 350 people will participate in each of the Goal Games.

√ **We achieved an average of 493 team members participating in each game, with nearly 3,000 game forms submitted during the series.**

Objective: During the campaign, at least 700 people will view the Goal Dashboard.

We were a little under on this objective, with 506 people viewing the dashboard during the campaign.

Objective: We will achieve an average of 1,000 readers for the ongoing V-Net (intranet) articles focused on goal topics.

√ **The average readership for goal update stories was 1,609 team members per article.**

Objective: We will achieve at least 70% of our goals as an organization in 2012.

√ **While the final measurements won't be available until the end of the year, by the end of the third quarter we were on track to achieve 79% of our organizational goals.**