



Communication Principles and Practices for Dynamic NPCs

NAVREF Annual Conference 2019

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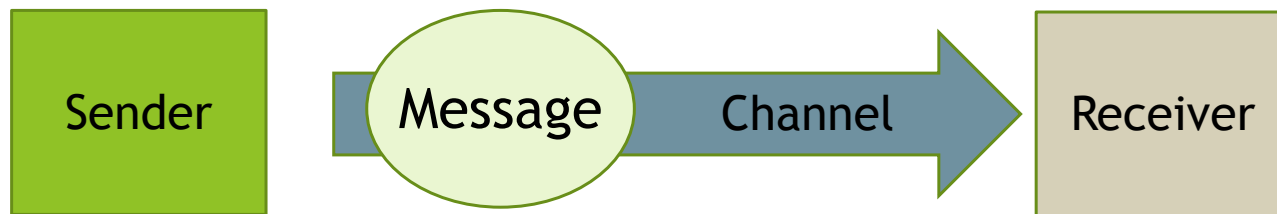
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Goals For This Session

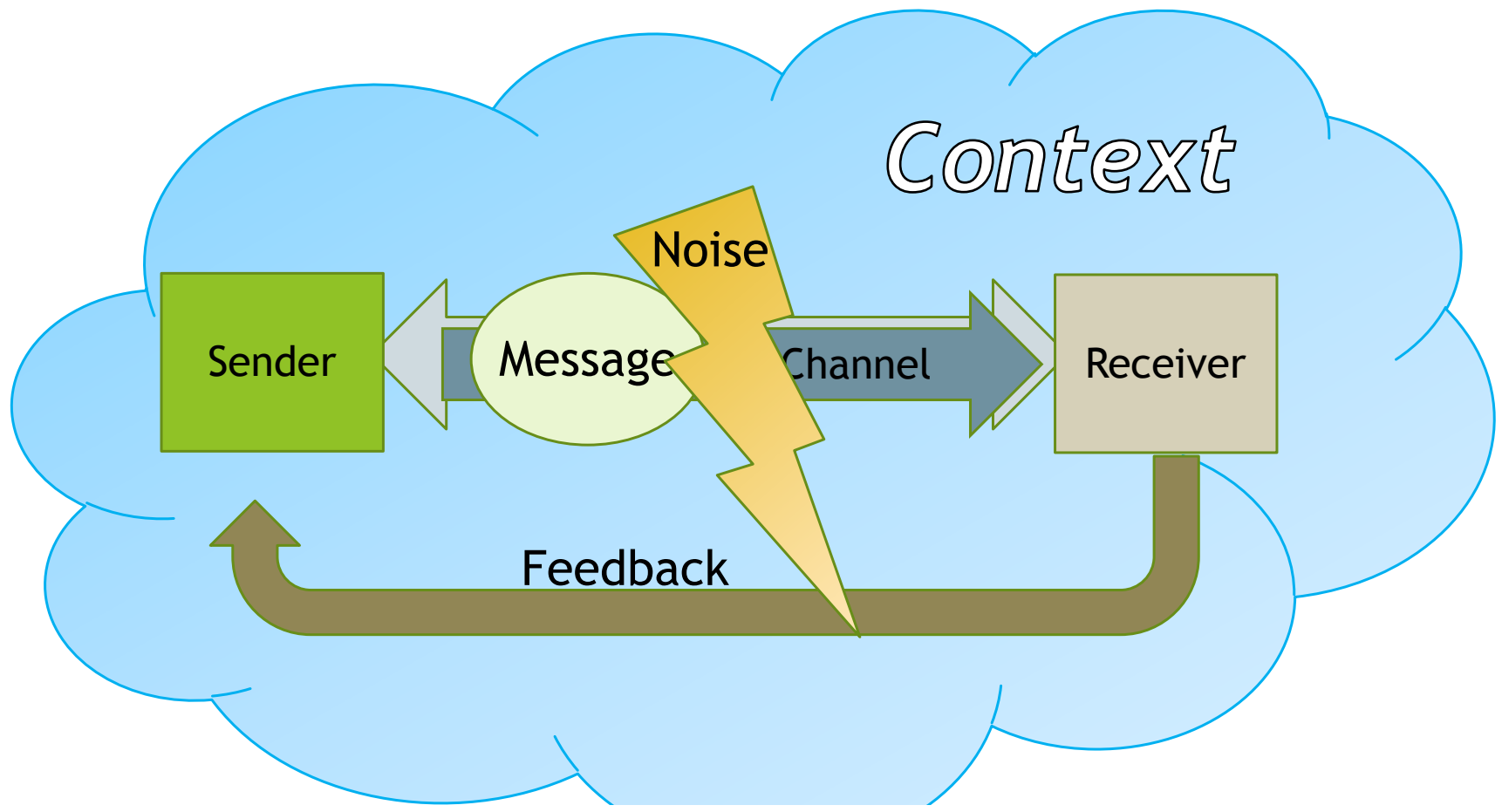
- ▶ Models of communication
- ▶ Outline the elements of a communication plan
 - ▶ Attention to strategies
 - ▶ Begin working on foundations
- ▶ Introduce principles of engagement



Basic Model of Communication



Dynamic Model of Communication



Your Roles



Your NPC: Current State

- ▶ Why is your NPC a unique and valuable organization?
- ▶ What growth or change are you hoping to achieve?
- ▶ SWOT analysis



SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats

Communication Plan

A communication plan “guides both internal and external communications and **supports the comprehensive organizational plan**. The communication plan should be **directly related to the strategic plan** and demonstrate **accountability** to constituents and the public. It should be **updated regularly** to ensure it stays current with organizational priorities, technology, and communication trends (such as social media).”

Guidelines and Principles for Nonprofit Excellence

https://guidelinesandprinciples.org/wiki/index.php/Communications_Plan



Communication Plan Elements

- ▶ Summary/overview of plan
- ▶ Goals (general)/objectives (specific)
- ▶ Target audiences
- ▶ Key messages
- ▶ Strategies (approaches and tools)
- ▶ Budget
- ▶ Implementation plan
- ▶ Evaluation



Communication Plan

Goals & Objectives

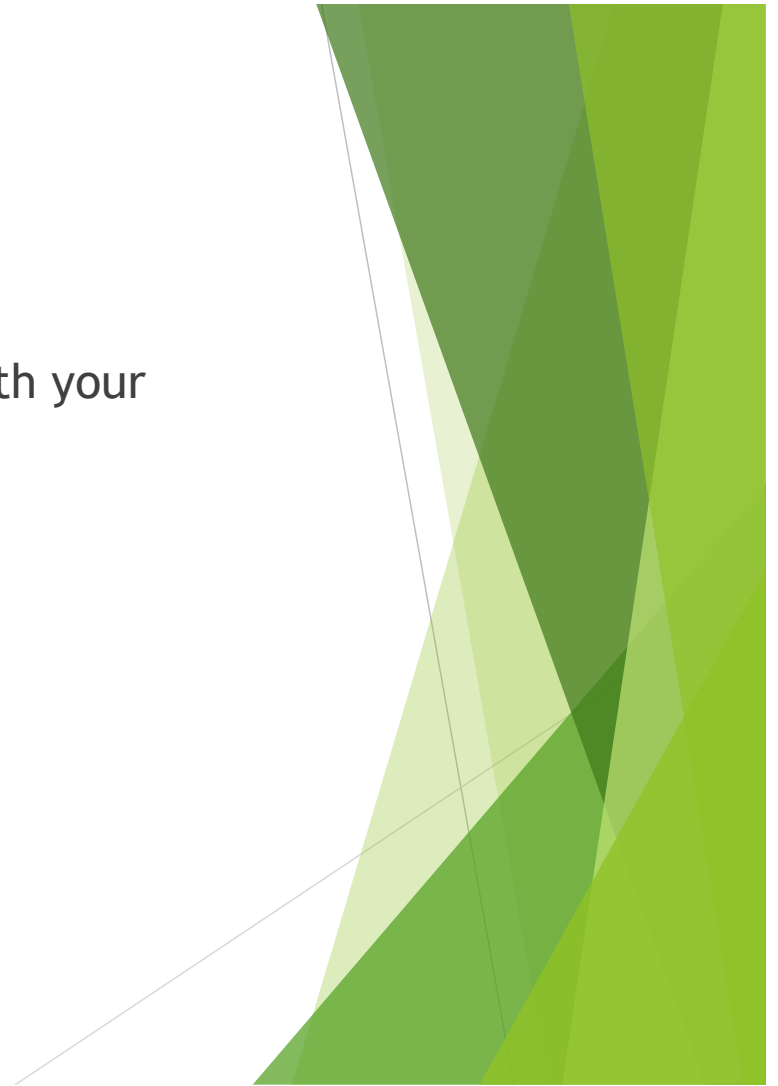
- ▶ Measurable
- ▶ Tied to the mission and strategic plan
- ▶ Realistic in scope, budget
- ▶ Examples:
 - ▶ Recruit 10% more researchers in 2020
 - ▶ Bring in two new funders in the next year
 - ▶ Manage \$_____ in grants by 2025



Communication Plan

Target Audiences

- ▶ Which stakeholders do you need to reach with your message(s)?
- ▶ Values and concerns of those stakeholders



Communication Plan

Target Audiences: Who are they?

- ▶ Patients: think broadly
- ▶ Clinicians
- ▶ Researchers
- ▶ Industry
- ▶ VAMCs and VA health system



Communication Plan

Target Audiences: Who are they?

- ▶ Policymakers
- ▶ Training institutions
- ▶ General public?
- ▶ Others?
 - ▶ Purchasers
 - ▶ Payers
 - ▶ Subject Matter Experts
 - ▶ (See longer list at <https://www.pcori.org/about-us/our-programs/engagement/public-and-patient-engagement/pcoris-stakeholders>)



Communication Plan

Target Audiences: Knowledge, Values, and Concerns

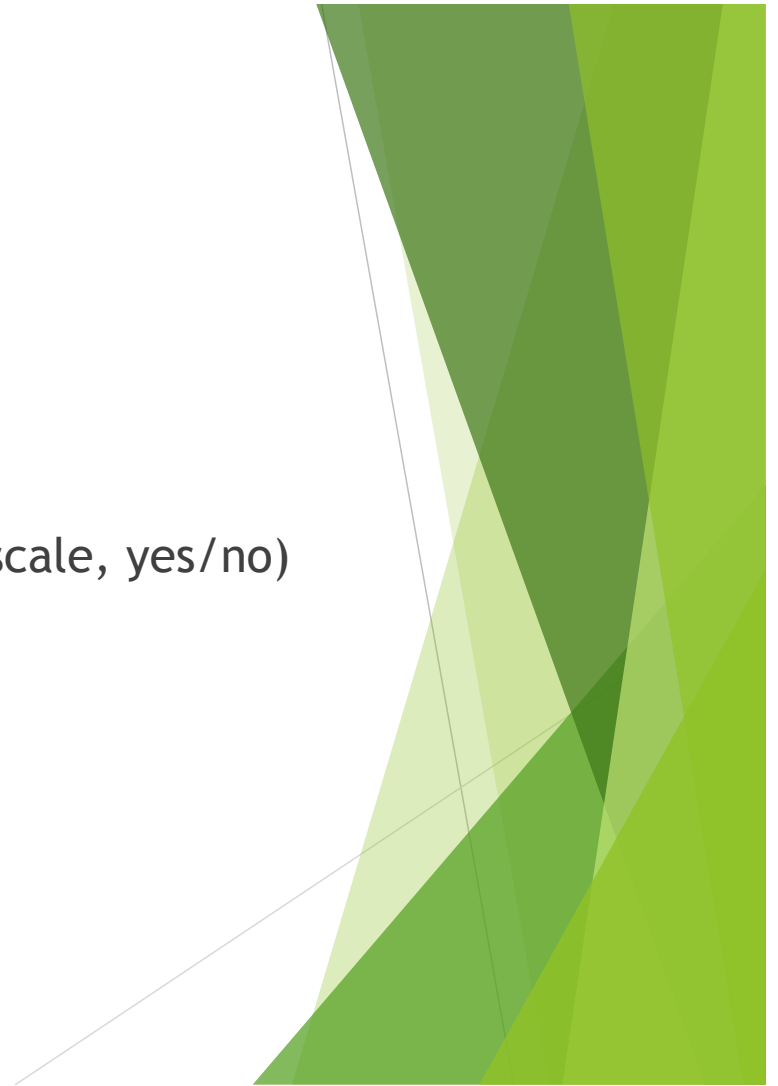
- ▶ What do people think of your organization?
- ▶ What are their needs, values, and concerns?
- ▶ Research the current status:
 - ▶ Surveys
 - ▶ Focus Groups
 - ▶ Collaboration & Engagement



Communication Plan

Target Audiences: Survey

- ▶ Phone, mail, online: Consider response rates
- ▶ Quick and easy to participate
- ▶ Often quantifiable and closed-ended (Likert scale, yes/no)



Communication Plan

Target Audiences: Focus Groups

- ▶ Online or in-person, 6-12 people
- ▶ Keep like-minded or same-role people together
- ▶ Good moderation
- ▶ Open-ended questions



Communication Plan

Target Audiences: Focus Groups

“Do you agree that this policy is unfair?”	“Are you happy with the service?”
“In what ways has this policy affected your family?”	“What are we doing well?” “How can we improve your experience with ABC?”

Communication Plan

Target Audiences: Collaboration and Engagement

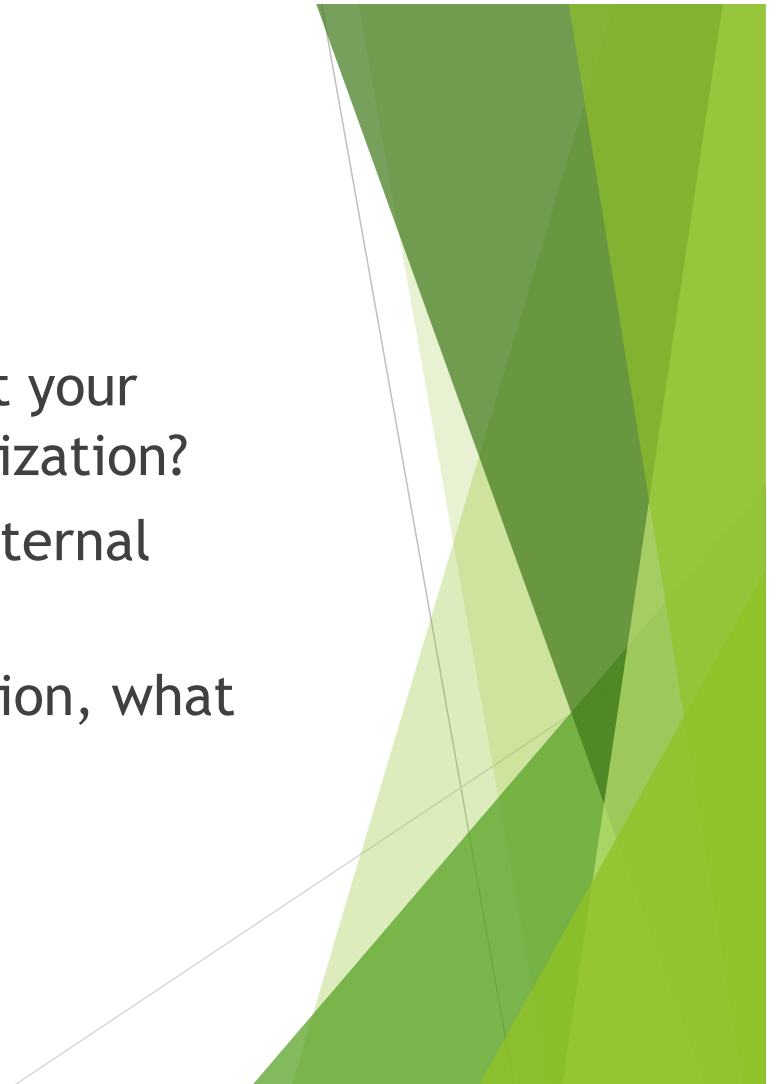
- ▶ Keeping an open channel for feedback
- ▶ Experiential knowledge
- ▶ Relationship of mutual trust and respect



Communication Plan

Mission

- ▶ What message and mission do you want your stakeholders to know about your organization?
- ▶ Is this message already clear to your internal audiences?
- ▶ When people talk about your organization, what do you want them to say?



Communication Plan

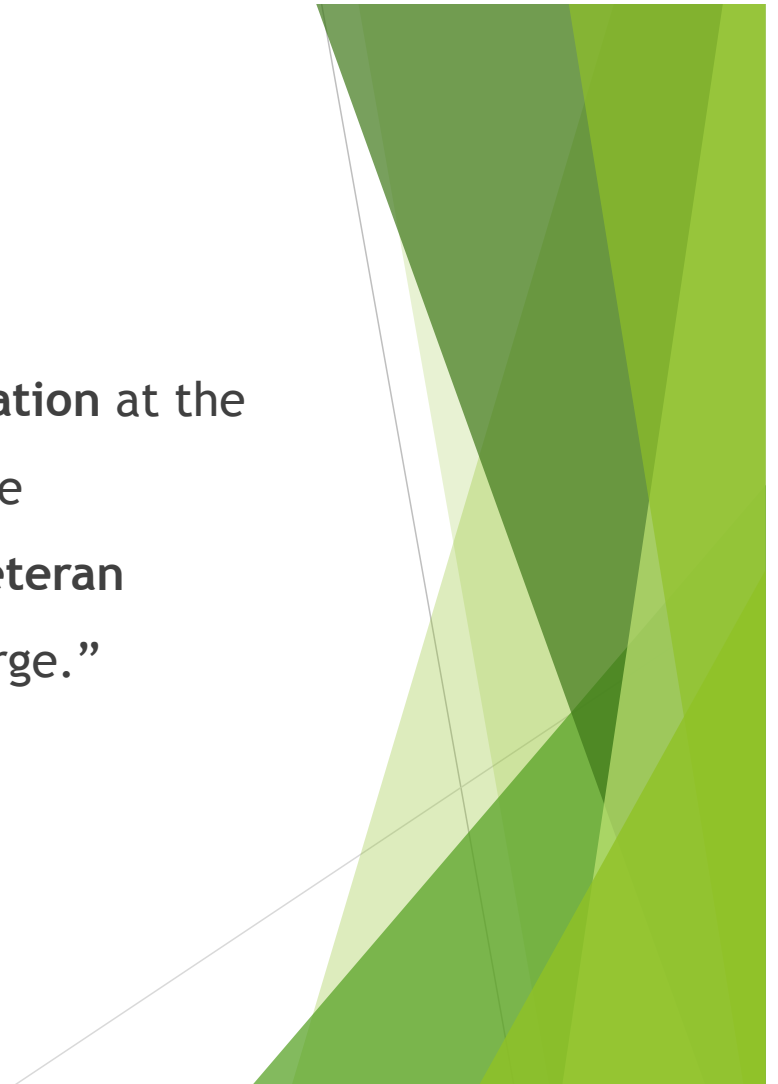
Mission

- ▶ A mission statement will answer the following questions
 - ▶ **WHO:** What group(s) or communities does your organization serve?
 - ▶ **WHAT:** What does your organization do for those group(s)?
 - ▶ **WHY:** Why do you do what you do?
 - ▶ **WHERE:** Where is your impact focused?
 - ▶ **TO WHAT END:** What's the intended end result of your actions and focus?

Communication Plan

Mission

IMR's mission is "to support research and education at the Durham Veterans Affairs Medical Center for the enhancement of the health and lives of the Veteran population, their families and the public at large."



Communication Plan

Key Messages

- ▶ Consistent
- ▶ Memorable and relevant
- ▶ Simple
- ▶ Inspiring (starting with you!)
- ▶ Guide your external communication, but not necessarily used verbatim
 - ▶ “We Spur: Innovation, research, education, partnerships, advocacy, engagement, improvement”



IMR Institute for Medical Research Inc.

Honoring Our Veterans through Innovative Medical Discovery

“Honoring our veterans through innovative
medical discovery”



Veterans Medical Research Foundation

Honoring Service with Science®

Careers

Search Site

Home

About Us

Research

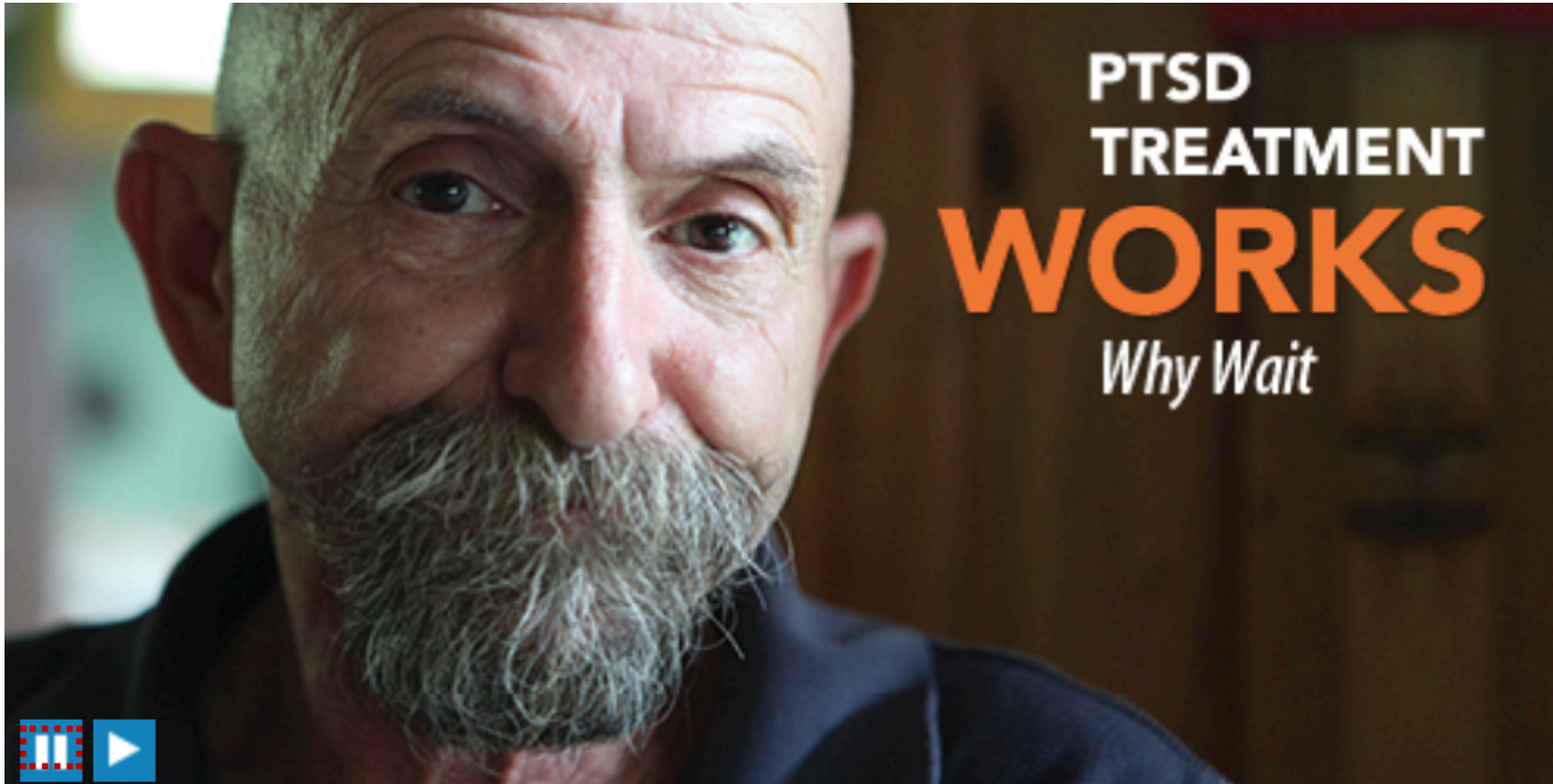
Core Services

Announcements

Donate

Contact

“Honoring Service with Science”



PTSD
TREATMENT
WORKS
Why Wait



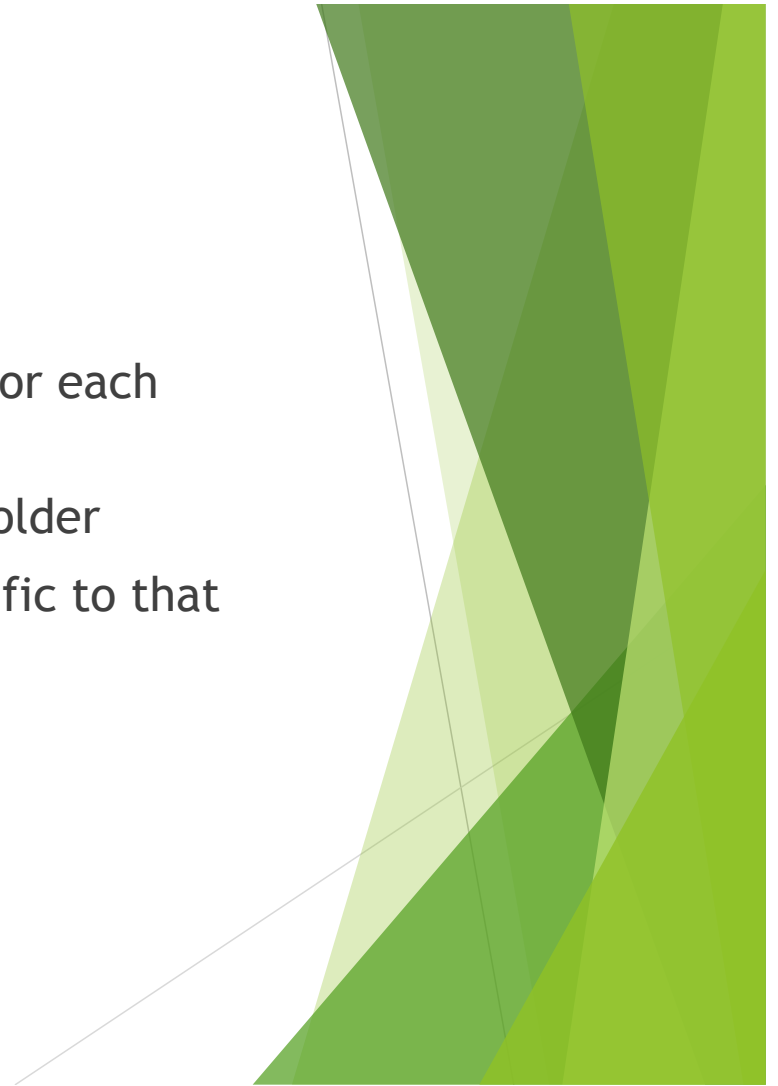
Communication Plan Channels

- ▶ Website
- ▶ Annual report
- ▶ Blogs
- ▶ Email
- ▶ Newsletter
- ▶ Brochure/flyer
- ▶ Poster
- ▶ Social media
- ▶ Events
- ▶ Personal meetings
- ▶ Phone calls
- ▶ Direct Mail
- ▶ Other
- ▶ Presentations/trainings
- ▶ Print Advertising
- ▶ SMS Text Message
- ▶ TV advertising
- ▶ Videos



Communication Plan Strategies

- ▶ Segment audiences to frame key messages for each audience
 - ▶ Focus on specific *benefits* to that stakeholder
 - ▶ Address the *concerns and questions* specific to that stakeholder group or subgroup

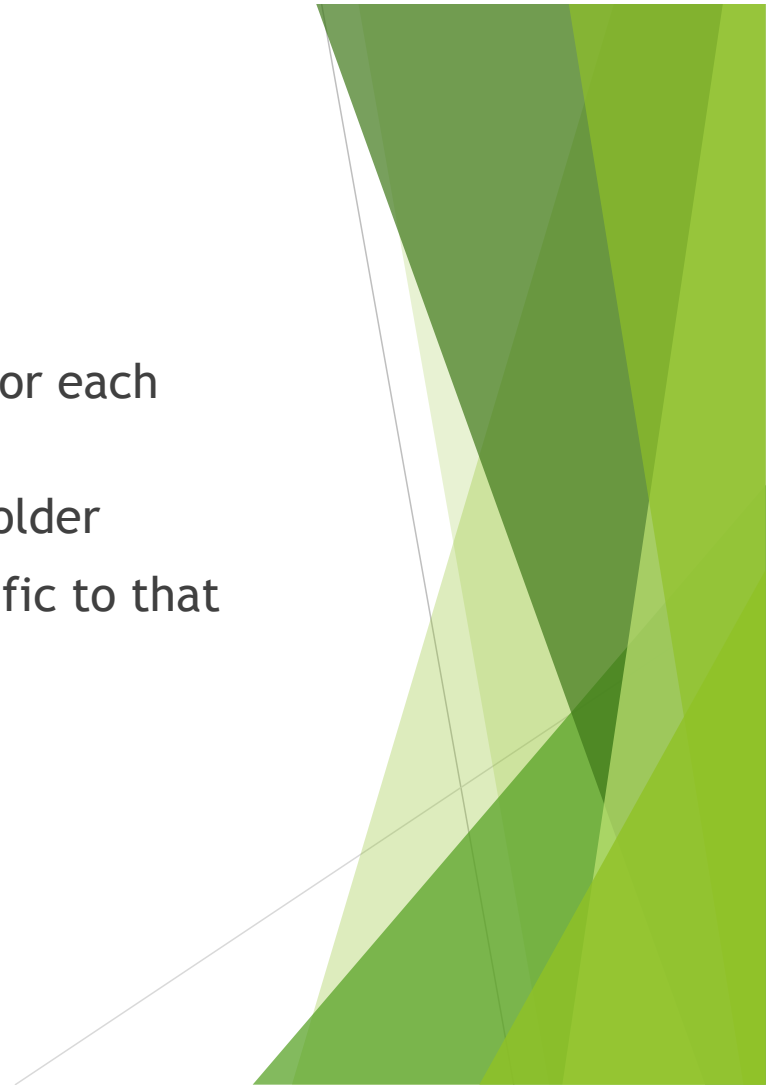


Examples of stakeholders' interests

Researchers	Industry donors	Patients	Clinicians
Professionalism	Trustworthiness	Trustworthiness	Advances in care, breakthroughs
Ample resources	Professionalism	Safety	New options for patient care
Support	Protect reputation	Healing	
Opportunities	Image boost, visibility	Respect	
	Innovative	“Part of the solution”	

Communication Plan Strategies

- ▶ Segment audiences to frame key messages for each audience
 - ▶ Focus on specific *benefits* to that stakeholder
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Communication Plan Strategies

- ▶ Avoid jargon
 - ▶ Define technical terms and acronyms
 - ▶ Level of technical terminology will vary per audience
 - ▶ Be attentive to those who “overhear” the communication



Communication Plan Strategies

- ▶ Pay attention to connotative meanings of terms
 - ▶ “Ultimate Terms”: Strangely influential
 - ▶ “God” terms have strong positive connotations (Progress, science, facts)
 - ▶ “Devil” terms have repulsive connotations (Un-American, fascist, ignorance)
 - ▶ “Charismatic” terms are less tangible but still powerful (Freedom)
 - ▶ Buzzwords will have different interpretations among stakeholders



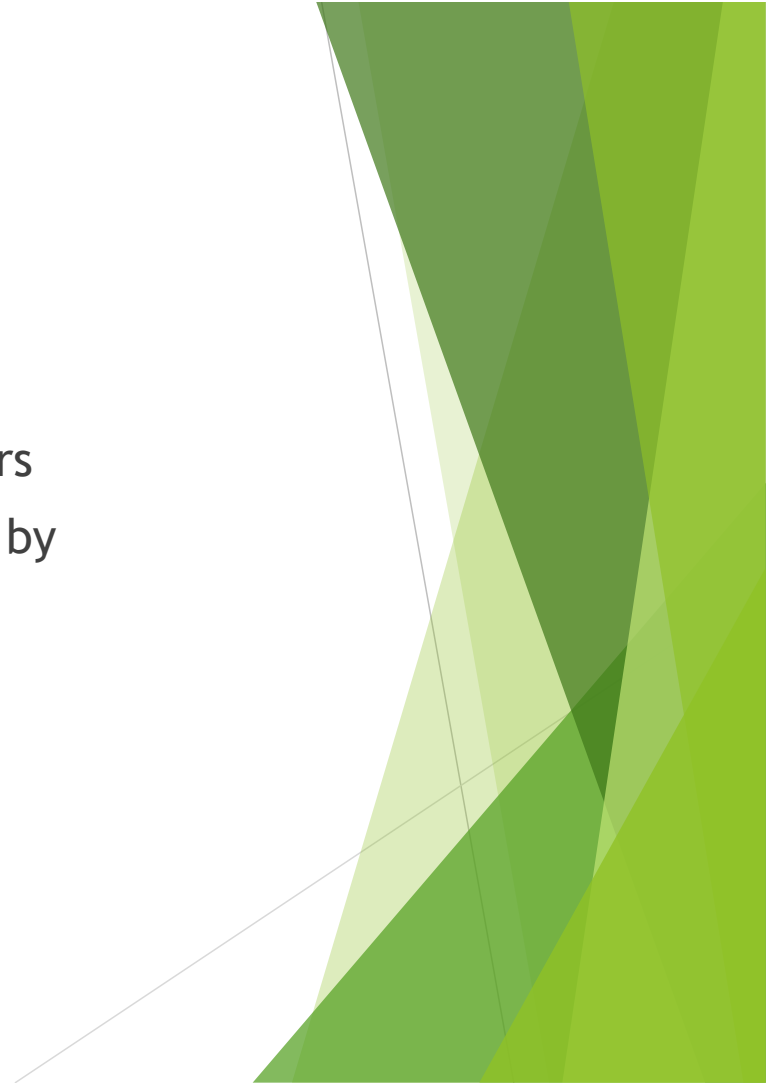
Communication Plan Strategies

- ▶ Persuasion occurs, in part, through:
 - ▶ Ethos: Credentials, character, appeals to authority
 - ▶ Pathos: Emotional appeals and common human experiences
 - ▶ Logos: Reasoning and logic, testable



Communication Plan Strategies

- ▶ Narratives of real people
 - ▶ Fosters a sense of identification with others
 - ▶ Example: Stakeholders positively affected by involvement with the organization





“

“I’m so thankful that I decided to join the research study!”

Sydnee S., United States Air Force

Example from
<http://vrfpittsburgh.org>



“

“The cardiac arrhythmia research program is engaged in multiple research studies that aim to discover and refine novel device or drug strategies in the treatment of abnormal heart rhythm. This includes investigator initiated studies as well as studies sponsored by NIH. Industry sponsored studies are also chosen with clear relevance to our overall mission.”

Dr. Alaa Shalaby, Director of the VAPHS Electrophysiology Lab



“

“Being involved in research at VAPHS gave me more confidence in my healthcare. It was convenient and I didn't have to go out of my way to feel like I was getting extra care.”

Robert Gilliland

Communication Plan Strategies

- ▶ Narratives of real people
 - ▶ Fosters a sense of identification with others
 - ▶ Example: Stakeholders positively affected by involvement with your organization
 - ▶ Example: Researcher profile: demonstrates the breadth of the research portfolio and makes their descriptions more accessible to non-experts
 - ▶ Example: Veteran quotes and videos on VA website to promote PTSD interventions

ABOUTFACE

PTSD

We've been there.



On [AboutFace](#), Veterans, family members and clinicians share their experiences with PTSD and PTSD treatment in moving film clips. Learn what you can do to help yourself or a loved one, from the stories of people who have been there.

- Hear from Veterans spanning over 6 decades of conflict.
- Hear family members share their perspectives.
- Hear clinicians take the mystery out of PTSD and PTSD treatment.
- Learn what you options are out there for you.

Example from
<https://www.ptsd.va.gov/appvid/aboutface.asp>

Why Veterans Are Joining MVP...

"I have always known someone in the family with Diabetes or Hypertension. I eagerly volunteered to participate in MVP so I can help medical researchers better understand how genes influence diseases. One blood draw is all it took...yet the potential to contribute to scientific discoveries is enormous!"



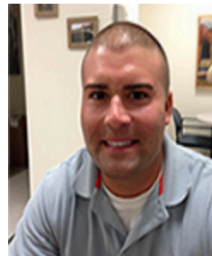
Priscilla Bryant

U.S. Army

1974 - 1994

VA Palo Alto Health Care System

"I enrolled in The MVP because I thought it would help Veterans get even better healthcare in the future!"



Gennaro F. Carbone

U.S. Marine Corps

Gulf War Era

VA Connecticut Healthcare System

[View more](#)

Example from
<https://www.research.va.gov/mvp/>

Communication Plan Strategies

- ▶ Pictures and videos of real people
 - ▶ Headshots
 - ▶ Participating in research activities
 - ▶ Technologies used in research
 - ▶ Represent diversity throughout the VA



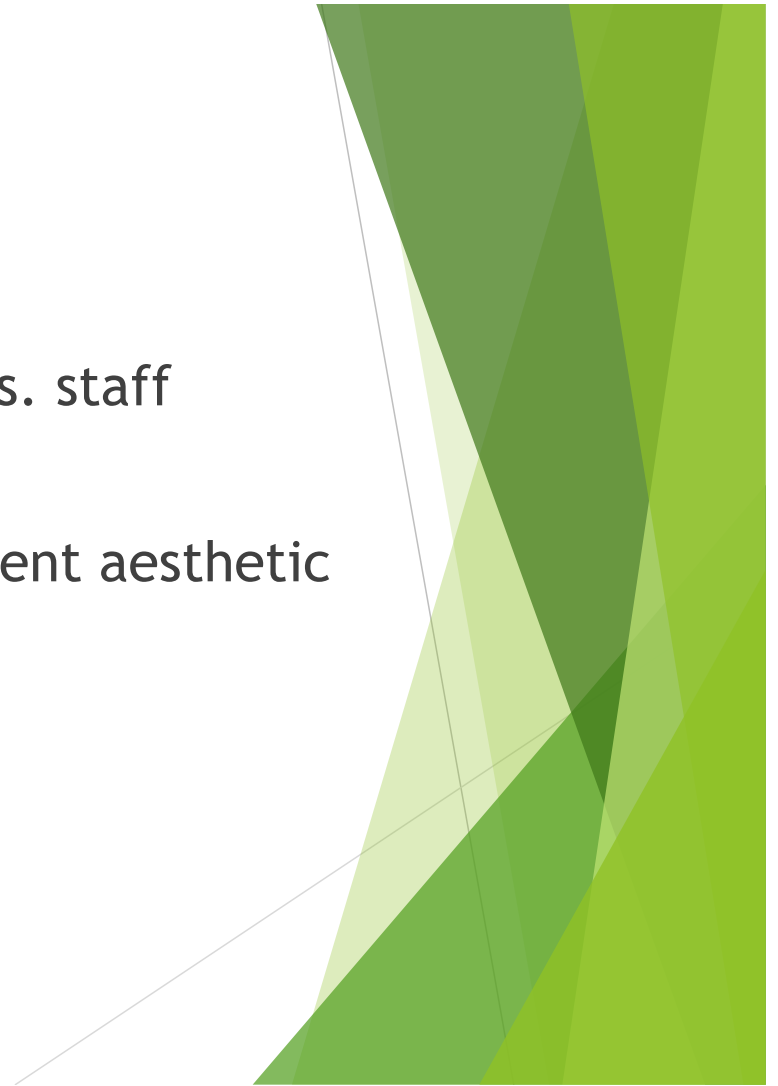


Office of Research & Development

Example from www.vmrff.org

Communication Plan Strategies

- ▶ Use design professionals: contractors vs. staff
 - ▶ Website: usable, attractive
 - ▶ Logo, letterhead: attractive, consistent aesthetic
 - ▶ Don't design by committee!



Communication Plan Strategies

- ▶ What functions are your messages serving?
 - ▶ **Creating:** Original content, quotes, stories



∨ **Should I Participate in Research?**

∧ **What Is Research?**

Research is a study that is done to answer a question. Scientists do research because they don't know for sure what works best to help. Some other words that describe research are clinical trial, protocol, survey, or experiment. Research is not the same as treatment.

∨ **Why Is Research Important?**

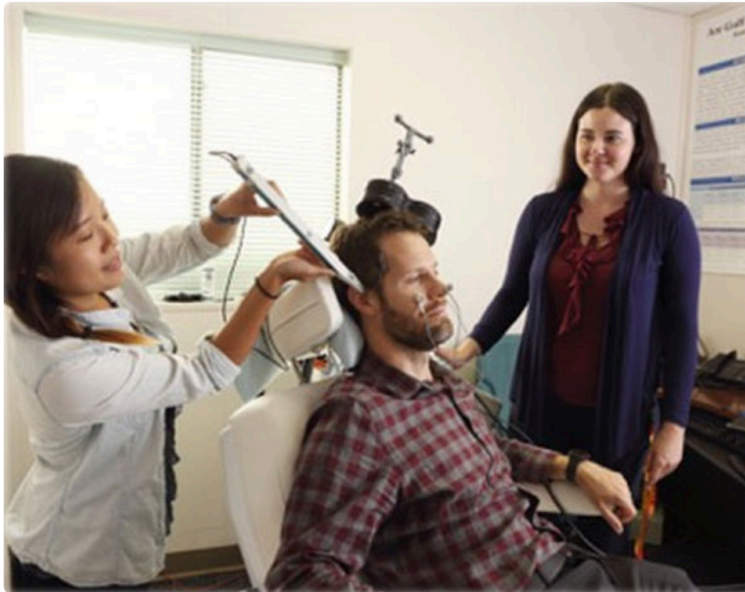
∨ **What is an IRB?**

∨ **Should I take part in a research study?**

Example from Veterans Research
Foundation of Pittsburgh

∨ **Who will see my records?**

Our Research Breakthroughs & Stories



The use of transcranial magnetic stimulation (TMS) for headaches related to mTBI involves four 5-minute treatment sessions within the first week, with single sessions, repeated every four to eight weeks as needed.

New hope for Veterans with traumatic brain injury

Friday, December 15, 2017

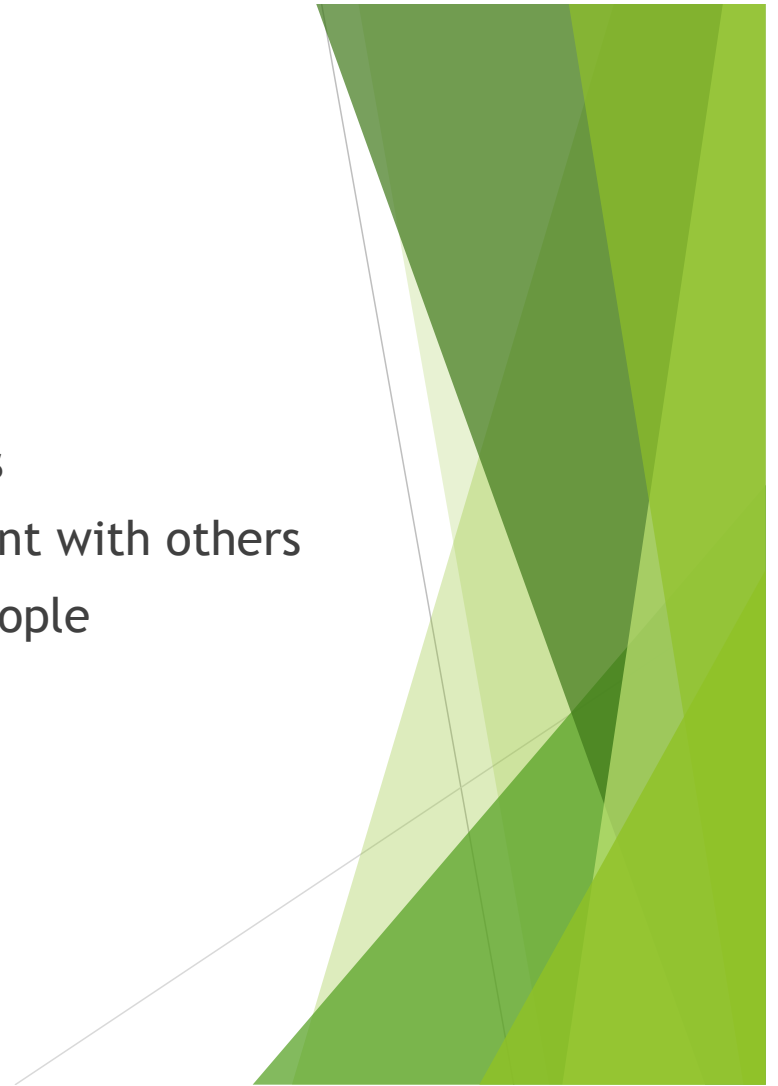
Dr. Albert Leung and his team at VA San Diego Healthcare System (VASDHS) Center for Pain and Headache Research have pioneered a treatment for headache pain associated with mTBI. Using transcranial magnetic stimulation, or TMS, clinicians take an electromagnetic coil – charge it with electricity, and apply it to specific points on the skull. Using brain magnetic resonance imaging (MRI) based neuronavigation guidance, Dr. Leung's team can accurately and consistently deliver a targeted magnetic field to specific brain areas. TMS is FDA approved for major depression and certain types of migraines that don't respond to other treatments; and, up until now has had limited research on the potential of TMS for treating other types of headaches. [More](#)

Example from Veterans
Medical Research
Foundation (San Diego)

Communication Plan Strategies

What functions are your messages serving?

- ▶ **Creating:** Original content, quotes, stories
- ▶ **Community Building:** Fostering involvement with others
 - ▶ Ask questions, seek feedback, thank people



WHAT DO YOU THINK?

What topic do think is currently most critical for researchers to explore?

Mental Health

Opioids

Diabetes

Other

Answer

Example from
PaTH Network

In the Helix



*Hermie Domingo
Administrative Assistant III,
NCIRE*

Q: What's the one thing surprises people about you?

A: When I was a bank teller I once chased a bank robber through the streets of San Francisco down into the Embarcadero BART station while I was wearing high heels. And nobody at the bank knew I was doing this.



*Jennifer Hlavin
Laboratory Manager,
NCIRE*

Q: What are you currently binge-watching?

A: It's hard to find shows that are both entertaining and appropriate for the whole family (sons ages 13 and 18, my husband and me). But we all really loved Spider-Man: Into the Spider-Verse. I'm also binge-watching The West Wing with my 13-year old son, which has been a good bonding and learning experience.



*Kitty Stanley
Administrative Nurse III,
NCIRE*

Q: What's the one thing that surprises people about you?

A: That as a senior in high school I was voted "Most Mischievous." But that does not surprise me or the people who know me! What surprises me is that I have overstayed my time in the Bay Area by 36 years! My husband and I left Boston in 1979 a week after getting married and took a 3-month road trip intending to visit the Bay Area for four years and then return home to Boston. Well obviously that didn't happen.

Example
from NCIRE
(San
Francisco)



We are looking for a total of 6 Wellness Champions to lead at least 1 weekly wellness walk. Two wellness leaders are needed for each of the three walking groups: Beginning, Intermediate, Advanced.

- **Advanced** - Walking to push the pace (2 needed)
- **Intermediate** - Somewhere in the middle (2 needed)
 - **Beginning** - Walking to move (2 needed)

Join the Walk for Wellness Champion team today! Wellness Champions will receive champion captain t-shirts.

There are numerous benefits to walking:

- Meet your daily physical activity.
- Stress relief.
- Take a short break.
- Connect with co-workers.
- Enjoy the outdoors.
- Have fun!

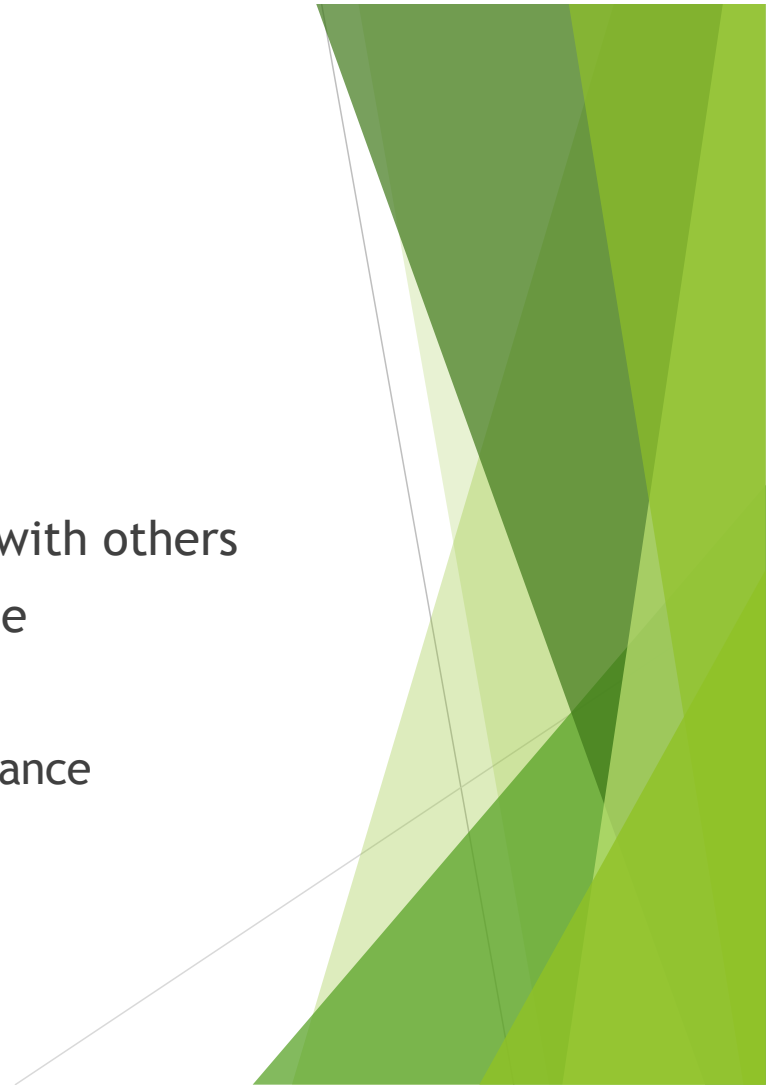
For more information contact: Jennifer.yee@ncire.org

Example from NCIRE
(San Francisco)

Communication Plan Strategies

What functions are your messages serving?

- ▶ **Creating:** Original content, quotes, stories
- ▶ **Community Building:** Fostering involvement with others
 - ▶ Ask questions, seek feedback, thank people
- ▶ **Promoting:** Seeking specific action
 - ▶ Soliciting volunteers, donations, votes, attendance



You deserve the finest medical research.

Be part of our groundbreaking medical research and help us change medicine as we know it today.

Make your tax-deductible gift today.




Donate

Veterans Medical Research Foundation is committed to providing the finest medical research. As a not-for-profit organization, we rely on generous, kindhearted people like you to support our efforts.

Veterans Medical Research Foundation is a not-for-profit 501 (c)(3) charitable organization.

Close

Example from VMRF
(San Diego)



Study Opportunities

VA San Diego Healthcare System & Veterans Medical Research Foundation (VMRF)

We would like to invite you to participate in some of our volunteer human subjects research programs conducted by VA San Diego Healthcare System researchers. All of these studies are approved by our local Institutional Review Board (a group of diverse members from the VA and the community). All studies must meet strict standards for research and ethics.

We encourage Veterans and non-veterans to check this site periodically for research opportunities. Your participation helps us answer important research questions and improves health care for Veterans and the general population. Depending on the study, you may benefit from advanced medical treatment, and some studies offer modest reimbursement. Sign up today and share this information with Veterans friends and family.

Please review the studies posted and then contact the person listed on the study sheet. We hope you will benefit from participating in these studies. Thank you again for helping your Veterans and your community.

Communication Plan Strategies

What functions are your messages serving?

- ▶ **Creating:** Original content, quotes, stories
- ▶ **Community Building:** Fostering involvement with others
 - ▶ Ask questions, seek feedback, thank people
- ▶ **Promoting:** Seeking specific action
 - ▶ Solicit volunteers, donations, votes, attendance
- ▶ **Curating:** Posting content created by others
 - ▶ Links to outside resources and relevant material



Resources for Veterans

Below is a list of helpful resources for Veterans. For any inquiry, please contact each of these organizations directly.

Veterans Health Care

www.oefoif.va.gov

This website serves as an excellent introduction to getting health care through the Department of Veterans Affairs.

Real Warriors

www.realwarriors.net/

Promoting the processes of building resilience, facilitating recovery, and supporting reintegration of returning service members, Veterans and their families.

Military One Source

www.militaryonesource.com/

A 24/7 resource for military members, spouses and families

Vet Centers

www.vetcenter.va.gov/

U.S. Department of Veterans Affairs Vet Centers provide readjustment counseling and outreach services to all Veterans who have served in any combat zone. Services are also available for their family members for military related issues.

For Women Veterans

www.publichealth.va.gov/womenshealth/about.asp

Information on health care services available to women Veterans, including comprehensive primary care as well as specialty care such as reproductive services, rehabilitation, mental health, and treatment for military sexual trauma.

Disclaimer:

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Example from NICRE
(San Francisco)



TIME magazine has named PAVIR PI

Tony Wyss-Coray

one of the 50 most influential people
in health care.

[Read the article](#)

[Learn more about Dr. Wyss-Coray's work](#)

Example from PAVIR
(Palo Alto)

Communication Plan

Crisis Plan

- ▶ Answer questions fairly and directly
- ▶ Remediate problems
- ▶ Make changes to prevent future crises
- ▶ Offer specific apologies to those harmed



Communication Plan Budget

- ▶ Cost/benefit analysis of various channels
- ▶ Investment in your organization
- ▶ Consider consultant involvement for specific projects rather than a full-time staff-person



Communication Plan Implementation Plan

- ▶ WHO: Accountabilities
- ▶ WHAT, WHY: Priorities
- ▶ WHEN: Timetable



Communication Plan Evaluation

- ▶ Establish clearly defined goals
- ▶ Set benchmarks in advance
- ▶ Segment your audience
- ▶ Test along the way
- ▶ Be creative in what and how you measure
- ▶ Routinely review and readjust your approach



Engagement

- ▶ PCORI, PaTH Network, other nationwide research networks adopting dynamic engagement protocols
- ▶ Contrast traditional “patient subjects” versus engaged “patient partners.” Can we work to make patients *equitable* partners in research?
- ▶ Creatively involving clinicians, researchers, industry, and patients in developing research programs
 - ▶ May yield more effective, relevant, actionable research results
 - ▶ Involved at every step of research design

Conclusion

- ▶ An intentional, thoughtful approach to communication will help you attract and maintain meaningful connections with stakeholders.
- ▶ Making incremental changes will still be beneficial.
- ▶ Additional web resources available -- please provide your email address or find links at the end of this presentation on the NAVREF conference page soon.
- ▶ I am available to provide additional support. Contact me at:
autumnboyer7@gmail.com

Online Resources for Non-Profit Communication Support

- ▶ **Cause Communications Toolkit (2005)**

PDF available for free download at:

<https://ncg.org/resources/communications-toolkit-guide-navigating-communications-nonprofit-world>

- ▶ **The Communications Network** is dedicated to strengthening the voice of philanthropy; its site contains a variety of communications tools.

<https://www.comnetwork.org>

- ▶ **Guidelines and Principles for Nonprofit Excellence**

<https://guidelinesandprinciples.org/wiki/index.php/Communication>

- ▶ **Idealware.org** has a free downloadable workbook entitled *A Practical Guide to Integrated Communications: A Workbook for Nonprofits* (2013)

<https://www.idealware.org/reports/practical-guide-integrated-communications-workbook-nonprofits/>

- ▶ **Patient-Centered Outcomes and Research Institute** www.pcori.org

Lists and descriptions of healthcare stakeholders:

<https://www.pcori.org/about-us/our-programs/engagement/public-and-patient-engagement/pcoris-stakeholders>