



Solution

## Change Tactic - Campaigning

### *What...*

Throughout the plans, resources, and support offered to your organization via ASCEND, the following definitions are used to differentiate CAMPAIGNS from communication, training & development and meetings.

- ▶ **Campaigns** - Content that is designed to keep training or standards “top of mind” (or even to provide training/re-training on tactics that are so simple to grasp, that formal structured training isn’t required such as Hallway Hospitality).
- ▶ **Communication** - the imparting or exchanging of information or news.
- ▶ **Training & Development** - Content that is designed and delivered to be acted upon (... learn, then put into practice); content that “equips and inspires” a positive change in how we do things.
- ▶ **Meetings** - While meetings can be a forum for communication, they may also include agenda topics such as training, campaigns, and/or goal/project/process improvement activities.

### *Why...*

When an organization establishes high standards (e.g., positive communication standards, standards of behavior) and selects solutions/practices (e.g., leadership bundle practices, peer-to-peer recognition, informal feedback) to guide how everyone behaves, performs, and contributes to success, the act of setting those standards and selecting those solutions/practices doesn't magically transform the behaviors and actions of everyone. After these are set, there needs to be a persistent effort to bring and keep these standards and practices “alive” to counter change failures (e.g., “flavor of the month”). The goal is that these standards become woven into the fabric of your organization's culture (“this is how we do it around here, it’s not extra work - it’s how we do our work”).



When you continually work to keep standards and solutions/practices alive in fun and creative ways through campaigns, you are creating a "top of mind" presence. When this is being done consistently, as part of a cadence of ongoing improvement activities, you'll soon start observing that employees, leaders, and providers are making comments such as this:

*Why...*

- ▶ *"You can tell that people are thinking about their behaviors and actions."*
- ▶ *"You can see people catching themselves going in the wrong direction or forgetting to do something the new way and then they correct themselves."*
- ▶ *"You surprisingly find yourself engaged in a group conversation about behaviors and preferred practices."*
- ▶ *"You feel yourself wanting to do better at adhering to the standards and practices."*

*How...*

Campaigns are useful at the:

- ▶ **organization-wide level** - created and delivered by the employee-driven teams to bring and/or keep the standards or solutions/practices that are on their action plan alive in the organization.
- ▶ **department-specific level** - created and delivered by department leaders to bring and/or keep the organization-wide standards or solutions/practices alive in their specific department (aka "grabbing the baton" for organization-wide improvements); as well as to support the success of their department-specific goals and improvement efforts.

Campaigns are useful throughout the change process:

- ▶ **When introducing a new standard or solution/practice** - In particular, if the "what, why, how, when, who" of the standard or solution/practice is easily grasped without formal training, a campaign may be an effective and efficient method for introducing it. A campaign can also be a way to provide a "heads-up" that a new standard or solution/practice is going to be adopted soon. This helps to start to consider and anticipate the upcoming change.



- ▶ **When “circling back” to a previously established standard or solution/practice.** This could have one of the following objectives:
  - **To serve as a reminder to keep the standard or solution/practice “top of mind.”** This continues to cement the standard or practice as something that is still required and relevant. This keeps you on the pathway of establishing firmly the mindset of “this is how we do it around here.”
  - **To follow up to “study-adjust” activities.** As part of a formal improvement process, circling back to standards and solutions/practices to study (aka validate) and adjust allows for understanding as to the current competency and consistency, and any possible adjustments that may be necessary to achieve optimal results. If adjustments are made, a campaign is a great way to get that information out to those who need to know. If competency or consistency challenges are identified in the study activities, these can also be topics for campaigns.

### Related Resources (in ASCEND Resource Center)

Training Module - 7 Change Challenges

Training Module - Change Tactic: Improvement Method (PDSA)

Training Module - Improving Communication



- ▶ Keep campaigns purposeful. Don't campaign just to campaign, have a clear objective in mind.
- ▶ At the organization-wide level, coordinate campaign activities through the Employee Training and Communication Team. Employees will appreciate well packaged and delivered campaigns coordinate across the multiple teams, versus the overwhelm of campaigns coming at them in all directions.
- ▶ Content that is brief (to the point, and on point). Embrace the mantra of "Simple is clever."
- ▶ Consider what content is most relevant to include in the campaign (e.g., what, how, when, who, why). Often, addressing the "WHY" helps to inspire people to adopt or continue with a standard or solution/practice. In some campaigns, the entire focus may be on the WHY. These WHY campaigns can include stories that highlight the positive impact of the standard or solution/practices. Stories appeal to the heart or emotions. As well, WHY campaigns can include data or logical evidence that supports the use of the standard or practice. Data and evidence appeal to the head or logic. Some people are more inspired to change through stories and others by data and evidence. Therefore, the combination of the two make a campaign more effective.
- ▶ Don't reinvent the wheel - check out the Done for You (DFY) videos, flyers, and graphics (and note, they are customizable)
- ▶ Consider things you already do (e.g., an organization-wide or department-specific newsletter, huddles, staff meetings, visual communication boards, rounding, CEO-Employee Forums, screensavers, etc.). How can you incorporate a targeted campaign into these existing practices?
- ▶ Consider your audience. Is there a specific "pocket" of people in the organization or department that your campaign needs to appeal to the most (e.g., those who haven't fully embraced the standard or solution/practice yet)? What campaign messages and methods will reach them?
- ▶ Incorporate applicable "branding" (e.g., colors, logos, or iconic images that are being used in relation to the overall transformational initiative and/or this specific standard and/or solution/practice).
- ▶ Keep campaigns positive and incorporate an element of fun when possible and appropriate.



- ▶ **Gamification.** Example - A patient experience team that created a word search puzzle to keep the Positive Communication Standard of "banned words/phrases" (negative words and phrases that they desired to be eliminated from the workplace). These puzzles were circulated around break rooms, cafeteria tables, and made available to leaders for their monthly staff meetings. Prize drawings were held for those employees that entered their completed puzzles into the contest drawing.
- ▶ **Holiday Activities.** Example - A department leader that coordinated an Easter Egg Hunt in their department. The plastic eggs were filled with a sweet treat and a reminder of a behavior standard. They included a golden egg or two with additional prizes.
- ▶ **Visual Cue.** Example - A nursing unit put a magnet heart on the doorframe of each patient room as a visual cue to conduct hourly patient rounding "with heart" (meaning that rounding is a purposeful and meaningful interaction with the patient, versus simply a task to rush through to get off their to-do list).
- ▶ **Flyers.** Example - A laboratory department that adopted "John Door News" (flyers in the staff bathrooms) that highlight a standard or solution/practice of the month.
- ▶ **Newsletter.** Example - A health information department in which one employee volunteered to create and circulate a monthly newsletter that incorporated top-of-mind content related to a specific standard of behavior, a positive communication standard, and a department-specific goal-related solution/practice.
- ▶ **Huddles.** Example - An organization that conducts a Daily Safety Briefing includes a monthly top-of-mind focus on a safety-related standard of behavior, positive communication standard, and/or solution/practice to start each huddle that month. This focus is also incorporated into the post-briefing report that is circulated throughout the entire organization.
- ▶ **WHY Board.** Example - An inpatient nursing unit that has a dedicated bulletin board in their staff lounge that is for the sole purpose of highlighting the stories and data/evidence associated with a standard or solution/practice that is the subject of that month's campaign efforts. These are targeted at either organization-wide standards or solutions/tactics in keeping with the focuses of the employee-driven teams or campaigns for department-specific improvement efforts.

