

SCS 3033 Holland Bloorview Kids Rehabilitation Hospital PR Strategic Communications Plan

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Situation Analysis

Holland Bloorview Kids Rehabilitation Hospital is a publicly-funded institution that serves disabled children, children requiring rehabilitation and children with complex medical issues. The facility is located in Toronto dating to the 19th century and has adapted with the changing times. The hospital offers unique services that are not offered elsewhere within Ontario. Some examples of the specialized programs it provides include augmentative and alternative communication (AAC), writing aids service, the Ronald McDonald playroom, orthotics and prosthetics, neuromuscular services, cleft lip and palate and craniofacial services and brain injury rehabilitation.

The organization prides itself on its mandate of diversity and accessibility from staff and employees, to clients and their family, to their community partners. Their mission is to “deliver outstanding personalized, inter-professional care; maximize function through cutting-edge treatment and technology; co-create ground-breaking research, innovation and teaching; connect the system; and drive social justice for children and youth with disabilities”. Holland Bloorview cherishes the values of courage and resilience, compassion, excellence, equity and innovation. The hospital’s slogan is “A world of possibility”.

The Bloorview Research Institute (BRI) has received worldwide recognition from its work concentrated on childhood disability. Some of the research facilities include an autism research centre, Critical Disability and Rehabilitation Studies (CDARS) Lab, Concussion Research Lab, Cerebral Palsy (CP) Discovery Lab and Neuropsychology Outcomes via Education & Learning (NOVEL) Lab.

The institution has been recognized as the recipient of notable awards including the Canada’s 10 Most Admired Corporate Cultures 2019 award, the Canada’s Top Employers for Young People 2019 award, the Greater Toronto’s Top Employers 2020 award, and the Quality Healthcare Workplace Award Gold 2013.

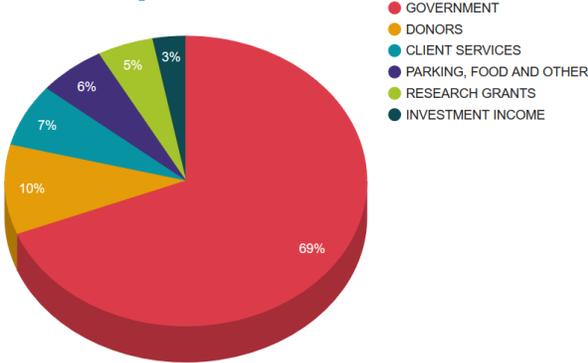
From its 2018-2019 impact report titled Dear Everybody, See how you’re creating a world of possibility, it illustrates that majority of the funds are spent on care of patients, then the remainder is spent on administration, clinical and client support, research and professional development.

The data exhibits that majority of the funds come from individuals totaling 33% in contrast to the 20% from special events. The remainder comes from corporations, community giving, foundations and bequests. If the organization is able to increase the amount of funds from corporations and special events, it may be able to make a bigger impact on the lives of the children it serves.

In addition, the data shows that the majority of funds come from the government totaling 69%, compared with a mere 10% trickling in from donors. The rest of the funds are made up of a combination from client services, research grants, investment income and parking, food and other initiatives.

Financials

Where do hospital funds come from?



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The goal of the campaign is more directed at raising awareness for the cause, including knowing what the organization is all about and growing its online presence. This in turn can trigger more donations in the form of both monetary and volunteering. More funds will be able to touch the lives of patients from all over Ontario waiting for access to the services that the hospital offers and to further the research efforts of the hospital.

Research and Summary

Strengths:

- Long-standing organization that has successfully adapted with the times
- Unique programming and facility in Ontario that is not matched elsewhere in the province
- Winner of 4 awards including a mix of national, provincial and city-wide recognition
- Global recognition for its research institution

Weaknesses:

- Funding from donors only make up 10% of total funds compared with 69% from government
- Majority of the funds is spent on patient care making up 55%, compared to a 13% spent on research
- Donations are mostly from individuals rather than corporations and special events
- Follower base on Instagram is much smaller than on its other social platforms
- In 2018, 1093 staff served 8313 patients, which is approximately a 1 staff member to 8 patients ratio

¹ *Financials*, Holland Bloorview Kids Rehabilitation Hospital, 2019, worldofpossibility.hollandbloorview.ca/financials/.

Opportunities:

- Further current research efforts
- Grow volunteer base
- Increase staffing

Threats:

- As there are no other institutions in Ontario that can offer comparable services, if there are any cuts in funding from the government, the patients are at risk of not having access to the care that they need
- Overwhelmed staff-to-patient ratio is a challenge to provide the plentiful services that the hospital offers

Primary research	Secondary research
Surveys	News articles
Informal sounding	Research reports
Communications audit	Statistics Canada publications
Environmental scan	
Media content analysis	

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Regarding primary research, performing a media content analysis would help with figuring out more about where the hospital is at in terms of brand awareness, to learn more about the target audience and in the development of tactics for the campaign. Through this methodology, it has been identified that Holland Bloorview has an online presence on Facebook, Twitter, Instagram, YouTube and LinkedIn. Out of all the platforms, the brand has the strongest following on YouTube, with over 122,000 followers as of April 2020. This is contrasted with a following of over 10,000 on Facebook, over 12,000 followers on Twitter, over 7,000 followers on LinkedIn and over 5,000 followers on Instagram. It is important to feature the campaign on YouTube as it would have the greatest reach, however, the brand would benefit from growing its following on Instagram, which is increasing in user popularity.³

An environmental scan can assess the public perception of the organization, which can help address any gaps in what information the organization should address to further awareness for its cause.

A survey could be sent out in a digital format to subscribers of its blog mailing list. The organization can further the surveying efforts by creating a poll on Twitter and Instagram stories to connect with its audience.

An informal sounding can be held with past and current patients to gain more perspective. The members of the target audience to interview could include those involved with the Research Family Engagement Committee, the Family Advisory Committee and the Youth Advisory Council (YAC).

² Cardin, Maryse, and Kylie McMullan. *Canadian PR For The Real World*. Pearson Canada Inc., 2015.

³ Newberry, Christina. "37 Instagram Stats That Matter to Marketers in 2020." *Blog /Social*, Hootsuite, 22 Oct. 2019, <https://blog.hootsuite.com/instagram-statistics/>.

In terms of secondary research, data from the Summary of Charitable Donors shows that as of 2018, the greatest amount of donations came from an age group of 65 years and over, which is consistent from each year since 2014. The data also told us that the income of donors continued to rise over the years from 2014 to 2018 and that the average age of donors was 55 as of 2018.

Summary of charitable donors^{1 2 3 4}

Frequency: Annual
 Table: 11-10-0130-01 (formerly CANSIM 111-0001)
 Geography: Canada, Province or territory, Census metropolitan area, Census agglomeration, Census metropolitan area part, Census agglomeration part

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Geography ⁵

Canada [Apply](#)

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Canada (map)					
Donors and donations ²	2014	2015	2016	2017	2018
Number					
Number of tax filers ³	25,922,300	26,186,760	26,350,290	26,807,670	27,394,970
Number of donors ²	5,543,740	5,495,900	5,397,060	5,348,220	5,324,280
Years					
Average age of donors ^{2 7}	54	54	55	55	55
Dollars					
Average donations, donors aged 0 to 24 years ^{2 8 7}	420	440	420	410	400
Average donations, donors aged 25 to 34 years ^{2 8 7}	770	820	830	870	880
Average donations, donors aged 35 to 44 years ^{2 8 7}	1,170	1,220	1,220	1,310	1,340
Average donations, donors aged 45 to 54 years ^{2 8 7}	1,510	1,570	1,560	1,660	1,720
Average donations, donors aged 55 to 64 years ^{2 8 7}	1,750	1,830	1,800	1,930	2,060
Average donations, donors aged 65 years and over ^{2 8 7}	2,230	2,310	2,250	2,500	2,600
Total charitable donations (x 1,000) ⁶	8,797,115	9,132,170	8,888,325	9,576,975	9,952,505
Median donations ^{8 9}	280	300	300	300	310
Median total income of donors ^{2 9 9}	57,930	58,600	59,360	60,490	61,940
75th percentile total income of donors ^{2 9 10}	89,340	90,390	91,420	93,530	95,760

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Objectives

There are two main objectives of the campaign.

1. To raise more funds through investors by engaging with current investors and acquiring new investors to increase investor base by October 2020.
2. To bring upon more awareness for the cause by growing its online presence, particularly Instagram following to 10,000, LinkedIn following to 10,000, Twitter following to 15,000, Facebook following to 15,000 and YouTube following to 125,000 by October 2020.

⁴ Statistics Canada. [Table 11-10-0130-01 Summary of charitable donors](#)

Target Audiences

In the institution’s joint hospital and foundation 2018-2019 impact report, it indicates that 8313 clients were served. A large number of these patients were between 3-5 years old, have a low average family income and there are more male patients than female patients.

Average Family Income



28% - \$17,100
 19% - \$30,200
 16% - \$41,300
 16% - \$55,000
 18% - \$89,500

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The data from the report indicates that the internal target audiences would include 1093 employees, 505 students, 1023 volunteers, 43 researchers, 19 members of the hospital board of trustees, 36 members of the foundation board of directors, 4 foundation executive team members and 11 hospital senior management team members. The board of trustee members comprises of volunteers that provide governance and leadership towards strategies and goals of the hospital. The hospital senior management team oversees the daily operations and administrations and works closely with the board of trustees in the decision-making of the organization.

The external target audiences encompass current investors, influencers, the media, the local community of Ontario, the provincial government, and patients and their family. There are a number of committees and councils for past and current patients and their family members to be involved with the hospital. There is a Research Family Engagement Committee that works with the Bloorview Research Institute as a bridge between involving families of patients with the research that the hospital conducts. Moreover, there is the Family Advisory Committee (FAC) that is made up of current clients and their parents. The committee meets monthly to share knowledge and help to develop and improve upon programs. Furthermore, there is the Youth Advisory Council (YAC) which provides a platform for past and current patients to meet monthly to give their feedback on programs and to develop their leadership skills.

Internal Target Audiences	External Target Audiences
Employees	Past and current patients and their family
Hospital senior management team	Current investors
Foundation executive team	Influencers
Hospital board of trustees	Media
Foundation board of directors	Local community of Ontario
	Provincial government

⁵ *By the Numbers 2018-2019*, Holland Bloorview Kids Rehabilitation Hospital, 2019, <http://worldofpossibility.hollandbloorview.ca/by-the-numbers/>.

Key Messages

Three key messages were developed for the campaign and will be posted on Holland Bloorview's social platforms, which encompasses Facebook, Instagram, Twitter and YouTube. The posts can easily be shared on Facebook and Instagram stories and retweeted on Twitter.

The messages can also take the form of a hashtag, allowing the content from the campaign to be easy to search. Consumers may feel more inclined to share catchy hashtags than a longer message, helping to increase digital engagement.

1. Unlock potential for the disabled. (#UnlockPotential)
2. Educating next gen. (#EducatingNextGen)
3. Be involved. (#BeInvolved)

Strategies

To increase brand awareness in Ontario for the work that Holland Bloorview does, a special event will be held which will be a link between disabled children, investors, influencers and the media. The gala will be an occasion to showcase the one-of-a-kind programs that the hospital has to offer children with distinct needs. A few children who are patients of the hospital, with their parent or guardian's consent, will be invited to appear at the event to speak to how their experience at Holland Bloorview has positively impacted their lives.

There will be influencers in attendance with a diverse background that will hold a fireside chat so that they can speak to the challenges that they have encountered navigating an adult life being disabled if it applies or if they have a story to tell surrounding the theme of disability.

Current investors will be invited to attend to see how their investment has made a positive impact in the community. The event is an opportunity for them to speak with the board members of the company to provide their feedback.

The media's attendance will be a chance for Holland Bloorview to gain more earned media and its reach could potentially bring in more investors. Members of the media that would be invited would include both traditional media and social media. Guests from traditional forms of media would involve press from television, radio and newspapers such as The Star, Toronto Sun, Global Mail and NOW Magazine. Invitees from social media would include representatives from BlogTO, Narcity and Yelp.

Tactics

- Reach out to influencers who can speak about the topic of disability at the special event
- Create the event on Facebook Events and keep potential attendees updated through the page
- Write an article on LinkedIn about the upcoming event
- Send out e-mails about the event before and after it takes place to the mailing list
- Hire a designer to create printed materials for the event showcasing what Holland Bloorview is about, the agenda for the event and how to get in touch

- Issue press release regarding the event for the media
- Holland Bloorview’s Instagram (through Instagram Live), Facebook (through Facebook Live), YouTube (through YouTube Live) and Twitter (via Periscope) can livestream parts of the event to engage with current and potential investors
- Holland Bloorview’s Instagram can post stories from the event and save to their highlights for those who missed it, so that they can watch it later. This is also a way to showcase on their profile what they are involved in.
- A blog post can be written on its website to further the owned content from the event
- Follow-up with the media post event to find opportunities to join a radio talk show, make a television show appearance and partake in a newspaper interview
- Host an open house day post-event for the public to visit the facility to learn more about the cause in-person and stay to volunteer a few hours to get involved
- Establish a strategic partnership with another organization that can help to further the cause for disabled children
- Sign up for a booth at upcoming local fairs to further increase brand awareness, such as the One of a Kind Show, the Green Living Show, the Buy Good Feel Good expo, etc.

Timelines

The timeline for planning the event will be three months, with a six-month follow-up period for evaluation of funds raised and impact made with investors and in the media.

Project Timeline																
Activities	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16
Conduct research	■	■														
Meet with client to go over plan and progress		■					■				■		■			
Draft invitations			■													
Draft press release				■												
Meet with designer to prepare printed materials					■				■							
Meet with caterers						■		■			■					
Set-up event										■	■	■	■			
Host event										■	■	■	■			
Takedown of event												■	■			
Create content for socials												■	■			
Review content before uploading to channels													■	■	■	■
Follow-up with media														■	■	■
Evaluating campaign impact															■	■

⁶ Cardin, Maryse, and Kylie McMullan. *Canadian PR For The Real World*. Pearson Canada Inc., 2015.

Budget

The budget allocated for the campaign is recommended to be \$10,000.

Total budget for campaign	\$10,000
Fees (rate is \$100/per hour)	\$6,000
Research	\$700
Writing and Distributing Invitations to Influencers, Investors and Media	\$600
Developing Press Release	\$300
Organizing Event Logistics	\$1,000
Meeting with Caterers	\$300
Meetings with Client	\$500
On-site Event Set-up and Breakdown	\$1,000
Event Attendance	\$300
Subsequent Meetings with Media	\$1,000
Evaluating Results of Campaign	\$300
Hard Costs/Out of Pocket Expenses	\$4,000
Designer for Printed Materials	\$1,000
Transportation	\$1,000
Venue Rental	\$1,000
Photographer	\$500
Food	\$500

Evaluation and Measurement

Immediately after the event, a survey should be sent out to those who RSVP-ed for the event as an avenue for feedback. The survey can include whether the guest had attended the event or not, enjoyed the event or not, suggestions to make for future events, whether they understand the mission of the hospital and other elements.

In order to measure the effectiveness of the campaign, the metrics used will be the traction gained from Holland Bloorview's social channels, including Facebook, Instagram and Twitter. Specifically, to see if the goal of awareness has been achieved, it would be important to look at the number of followers and compare it to the amount pre-campaign. The likes, comments and shares on the content generated from the event would be a good indication of how much engagement the hospital is receiving from the campaign.

The amount of funds raised can be compared against the data of how much money was raised in fundraising efforts the last year. Additionally, to see if the campaign made a significant positive impact on fundraising efforts, data showing if there is any increase in investors and the amount of investments or donations should be reviewed.

⁷ Cardin, Maryse, and Kylie McMullan. *Canadian PR For The Real World*. Pearson Canada Inc., 2015.

References

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Statistics Canada. [Table 11-10-0130-01 Summary of charitable donors](#)