


Strategy Management System: Strategic Communications Plan

Prepared by: Nemours Communications Team

Nemours

A thick, dark, curved underline beneath the word "Nemours".

Strategy Management System:
Strategic Communications Plan

CONTENTS

Executive Summary	3
Plan Overview	4
Situation Analysis	5
Objective(s)	6
Strategies	7 - 8
Target Audiences	9
INITIATIVES/TACTICS	
Personal Engagement	10
Intranet and Electronic Media	11
Executive Presentations	12
Print	13 - 14
Feedback	15
CHART	
Monthly Plan (Calendar)	16
Costs	17
CHART	
Costs and Timing	18 - 19

EXECUTIVE SUMMARY

According to the Balanced Scorecard Collaborative (BSC), “How—what tools and strategies to use—and how often to communicate SMS, can spell the difference between apathy or resistance and total embrace of the transformation.” This plan details the coordinated, measurable and strategic introduction of SMS to all Associates to ensure the acceptance of SMS throughout Nemours.

Highlights of the plan:

- Leaders/senior management introduce and champion SMS as part of a coordinated and concentrated communications effort that is sustained through 2007;
- Communication vehicles and tactics have been evaluated for their potential to meet the goals of the plan (e.g., introduction of SMS by an organization’s leadership is critical to a successful launch);
SMS materials have an overarching theme, look and tone to set the stage for SMS. All components deliver a consistent message;
- Multiple communication vehicles are utilized to address the varying needs, wants and schedules of our diverse Associate population;
- Repetition of key messages and other proven communications tactics, as evidenced by Best Practice case studies from BSC, are utilized to help ensure success;
- Four categories of tactics are utilized to deliver messaging:
 - Personal engagement (e.g., meetings with managers);
 - NemoursNet and other electronic media;
 - Leadership Presentations (e.g., Introductory Tour led by senior management); and
 - A variety of print communications.

Each tactic serves at least one purpose: introduce and explain, enhance credibility, reinforce messaging, engage interactively and/or generate involvement; and

- Vehicles will be provided to share knowledge and to solicit feedback regarding SMS. Results will be measured on an ongoing basis, and the communications plan will be adjusted, as needed.
- This Plan has been reviewed and approved by the SMS Strategic Communications committee. Reviewers are asked to champion the efforts set forth herein, advise and consult on key initiatives as needed, and to participate in rollout events messaging.

“...SMS isn’t a program, it’s a process. Yet before it evolves into a process, it begins life as a program. And like any program, it requires executive sponsorship, a committed team, and a well-crafted project plan. All these things help ensure that it gets the proper care and feeding during its first 12 to 18 months of life, while it is taking root.”

--Balanced Scorecard Collaborative

Strategy Management System:
Strategic Communications Plan

PLAN OVERVIEW

The following plan provides a “roadmap” to introduce, articulate and roll out the vocabulary, concepts and content of the Strategy Management System (SMS) to all Nemours Associates. This guide outlines the key elements needed to accomplish the overall communications objective of explaining SMS and engendering acceptance among all Associates, enterprise-wide. In short, this document contains the communications arsenal needed to establish, ultimately, the SMS as business-as-usual at Nemours. According to an article from Harvard Business School Publishing, “communication is a major lever for achieving organizational success.”

The strategies and tactics detailed on the following pages represent careful consideration of the Associate survey on communications conducted in 2006 as well as the communications materials prepared and presented at Leadership Development Institute (LDI) sessions, the SMS Strategic Communications Committee Plan, and Best Practice materials from the Balanced Scorecard Collaborative (BSC) library.

This document also contains specific, cost-efficient tactics and vehicles that will effectively reach the target audiences, plus the communications materials required to implement this plan.

Last, the plan includes charts that identify timing and costs to meet the deadlines set forth.

SITUATION ANALYSIS

Understanding of SMS and Related Initiatives

Strategic Management, Whatever It Takes and Balanced Scorecard are new terms and concepts for many at Nemours. For those who have attended the LDI sessions, a great deal of information has been presented. Not all those who have attended have come away with a complete and thorough understanding of Strategy Management. Confusion exists as to how these concepts and Nemours' values relate, what they are (initiative versus program) and what they mean.

Rollout

The Strategic Management System has been developed initially by the Executive Team and was introduced to Associates in the December issue of *Vision*. Information has also been presented during Leadership Development Institute sessions and via follow-up materials to all participants (all leaders in Delaware, administrative and physician leaders in Florida, and to the Executive Council).

Managers in Florida will receive training in mid-2007 or 2008 (TBD).

To date, only a limited few Associates have received detailed information regarding SMS through departmental cascading.

Cascading

Some managers have begun cascading SMS to their direct reports, but to date, materials are not available for managers to utilize to effectively and easily roll out the information.

Target Audiences

Very special attention and support should be provided to clinical department leaders, especially physicians and other caregivers. While their voices will give credence to the substance of the SMS messaging, individuals may be new to this facet of leadership. In addition, diverse groups of Associates may accept messaging and methods differently, giving more or less weight to data, examples that "connect to purpose," etc.

Communications Team Availability

For several months, the Communications Team has endeavored to manage more projects without the assistance of consultants or agencies. The result of this is that the Communications Team is typically maxed out with work, and additional assignments put strains on staff.

OBJECTIVES

Communications Objectives

Establish and implement an integrated communications campaign about SMS so that Associates understand how their jobs link to the appropriate initiatives, supporting the strategic direction and underscoring personal accountability.

To reiterate, the Balanced Scorecard Collaborative stresses the importance of the communications plan, saying “*how* to communicate it—what tools and strategies to use—and *how often*, can spell the difference between apathy or resistance and total embrace of the transformation.”

Specific Communications Goals

- Define SMS for the organization;
- Educate Associates about SMS and methods for implementing the strategy;
- Foster an understanding of SMS throughout the organization; and
- Develop buy-in, so Associates support Nemours’ SMS;
 - MEASURE: *Leaders and Associates are aware of, feel comfortable with and understand SMS concepts and terminology: 50% by October 2007; 75% by December 31, 2007. Leaders and Associates will be “polled” separately.*
- Provide summary reports about SMS and its implementation.
 - MEASURE: *Reports are provided to Executive Council in September, November and January that describe the communications process/initiatives, include feedback from focus panels at various sites, and contain the measurement results for awareness and acceptance of SMS.*

STRATEGY

Overall Strategy

Utilize a multi-pronged communications approach, with frequent communication from all levels of Nemours, which captures and holds Associates' attention.

Strategies

- Level set—or establish the same understanding of—SMS throughout Nemours so “everyone is on the same page,” through an accepted and disseminated definition and explanation;
- Launch and introduce SMS to all Associates with an orchestrated cadence of coordinated materials beginning in early July and building through August and then sustained (recognizing that Associates will hear, read, or search for information in different ways and convenient timeframes):
 - Manager meetings (managers are provided with meeting materials, i.e., toolkit);
 - Posters (announcement);
 - SMS intranet site;
 - Screensaver;
 - *News@Nemours* announcements;
 - Weekly E-message (E-Notifier);
 - Posters (measurement);
 - VIP Tour; and
 - CEO video message (monthly).
- Establish an ongoing program of communication and education about the SMS, phasing in information to Managers/Leaders (Associates will receive highlighted, overview information):
 - Defining the Nemours Strategy Management System;
 - Nemours High Level Architecture (Strategy Map);
 - Overview of Nemours Enterprise Strategic Objectives – Stewardship Perspective;
 - Overview of Nemours Enterprise Strategic Objectives – Customer Perspective;
 - Overview of Nemours Enterprise Strategic Objectives – Process Perspective (Impact & Society);
 - Overview of Nemours Enterprise Strategic Objectives – Process Perspective (Quality & Service);
 - Overview of Nemours Enterprise Strategic Objectives – Process Perspective (Efficiency & Environment);
 - Overview of Nemours Enterprise Strategic Objectives – People & Learning Perspective; and
 - Performance Management.

Strategy Management System:
Strategic Communications Plan

- Provide managers with the tools and resources (e.g., toolkit) needed so they can effectively and easily explain and cascade SMS to all Associates;
- Utilize a range of communications vehicles to communicate the SMS, including:
 - Personal engagements, such as departmental or manager meetings;
 - Executive presentations, such as the CEO State of Nemours “road show” and a VIP Tour;
 - *NemoursNet*, *CBL* and other electronic media;
 - Town hall meetings;
 - Print materials, such as *Vision*, *News@Nemours* and brochures; and
 - Themed giveaways.
- Utilize the vehicles preferred by Associates and found to be effective, as indicated in the Communications Survey:
 - 76% prefer face-to-face and online communication;
 - 87% feel that town hall meetings are effective at communicating Nemours’ strategy;
 - 95% feel that department/manager meetings are effective at communicating Nemours’ strategy;
 - 82% and 85% feel that *News@Nemours* and *Vision* are effective at communicating Nemours’ strategy, respectively; and
 - 94% feel that *NemoursNet* is effective at communicating Nemours’ strategy.
- Develop a strategic hierarchy of messaging that aligns with Nemours’ levels of management:
 - CEO states rationale for the strategic theme and desired goals;
 - Key executives reinforce and provide specifics about plan; and
 - Managers demonstrate and show how the initiatives relate to everyday work.
- Create and utilize themed deliverables (versus Word documents or simple/non-designed messages) for presentations, meetings, web content, etc. Themed messaging is more absorbable by the reader, continues the messaging through graphics or a design motif, shows commitment (laminated versus paper), and provides stable, tangible and engaging items for presentation and discussion at meetings.
- Reinforce the messaging at regular junctures; and
- Evaluate the effectiveness of communication tactics and vehicles on an ongoing basis, and adjust the campaign accordingly.

TARGET AUDIENCES

Managers (Stream I)

According to BSC, it takes most people a minimum of three experiences using a strategy map to “get it.” During the first encounter, people generally just want to listen to an expert talk about the map. During the second encounter, each person should be engaged in discussion to help them internalize the map and learn what it means to them. Finally, each person should be encouraged to teach the strategy map to others after listening and learning. Dr. Dave Bailey’s presentation, contained in the toolkit,, can be especially helpful for new presenters whether or not they heard his presentation at LDI3.

Anyone presenting the strategy map should what know is meant by each objective beyond the few words that represent it. The strategy message is passed along, but the strategy map ensures that the fundamental message doesn’t change in the telling.

Managers should be versed in understanding why SMS is being integrated throughout Nemours before presenting the strategy map. Then, the strategy map can be used to enrich the discussion by serving as a compact, yet substantive, vehicle that provides both content (the words) and structure (their arrangement on the page) to tell a compelling story of Nemours’ chosen path.

Further, the role of the manager is key in aligning personal performance objectives to the organization’s overall strategy. Therefore, training managers how to present, using their unique styles and using a script only as a starting point, should be a key initiative of the Communications Plan. A variety of materials should be made available to them so they can utilize what suits their audience and their style best.

Associates (Stream II)

The diverse workforce of Nemours accesses company information in a variety of ways, with many expressing a preference for web-based and personal engagements. To capture and hold Associates’ attention, it is imperative that frequent communication from all ranks of management be delivered. In a well-performing organization, 67% of employees have a good understanding of overall organizational goals (versus 38% at poorly performing organizations).* The communication of SMS should be treated as an important strategic campaign, as critical as any campaign that Nemours could undertake.

It is recommended that personal communication to/with clinical staff be at times that are convenient for them (i.e., non-Clinic hours); utilize data and statistics for greatest credibility; and be delivered by a respected clinician, whenever possible.

*Journal of Strategic Communication Management

TACTICS/INITIATIVES

Personal Engagements (Presentations and Meetings)

The primary vehicle to roll out the strategic management system and performance management throughout Nemours should be personal engagements, in the form of presentations and meetings. These are augmented, of course, with a strong intranet site and written materials. It is highly recommended that the CEO be involved, to whatever extent possible, in the launch of SMS to all Associates. This could be in the form of a video composed of taped LDI presentations (e.g., May 2 LDI presentation).

Management

LDI sessions, held bi-monthly, have been effective at communicating the why's and what's of strategy management.

To begin the process of cascading, managers should be prepared/trained to engage their direct reports in meetings, such as departmental meetings and town halls, in order to effectively communicate and to help inculcate SMS at Nemours.

As previously stated, BSC asserts that the message be sustained and that those who use a multi-pronged approach, "with frequent communication at all ranks of management, capture and hold employees' attention."

The manager will play a pivotal role in delivering the SMS message to Associates. It is highly recommended that managers be armed with the tools to effectively and easily roll out SMS. A "toolkit" will be created that contains the documentation, training tips, speaking/talking points, PowerPoint presentations that managers can use to present SMS, interactive worksheets and perhaps a video with key executives.

Associates

As reflected in the Communications Survey, Associates prefer to receive strategic information in-person. A series of coordinated meetings and presentations is recommended to roll out SMS through the organization. These include:

- **Manager meetings:** Managers meet with their direct reports and present, from the Manager SMS Toolkit, materials that help to introduce and explain SMS. PowerPoint presentations ensure a consistent message for all audiences, and supplied speaker's notes/talking points can be tailored for each audience. These meetings occur monthly or bi-monthly, as indicated on the Communications Plan monthly calendar; and
- **Town Hall meetings:** These personal engagements can be led by local leadership and timed to best suit the schedule of most Associates. These sessions uncover issues and concerns, provide information TBD and help maintain interest.

TACTICS/INITIATIVES

NemoursNet and Electronic Media

As indicated in the Communications Survey, receiving information via the intranet has wide appeal. *NemoursNet* can offer a shared learning experience, can be utilized to provide education and training via a dedicated SMS website, and can be accessed 24/7—allowing our diverse workforce to read information at any time to reinforce their team experience.

Materials can be made downloadable so that Associates can access the intranet whenever and print information to read later.

Recommended options include:

- Dedicated SMS site to launch with intranet redesign (and timed to launch with introduction of SMS at Nemours), with a variety of training and educational tools. Site will include the complete strategy map with explanations and definitions, and should include audio and video segments of executives describing the overall strategy and explaining objectives, measures, targets and initiatives;
- Computer-based learning module;
- Streaming video with free headsets for all Associates, with special issue publication (*Vision* or *News@Nemours*, TBD);
- Screensaver, changed periodically;
- E-messaging on Fridays, as part of the new batched messaging process, to provide updates and key points (weekly “test your knowledge” contest); and
- Video clips of CEO “introduction to SMS” message (compiled from May 2 LDI session).

Strategy Management System:
Strategic Communications Plan

TACTICS/INITIATIVES

Executive Presentations

Introductory Tour

Introduction of SMS should ideally include personal communication from the highest levels of management. This will set the stage for the importance and seriousness of SMS for Nemours as a company. An Introductory Tour, spread out over a six-week period, should feature speakers from senior management and the SMS Strategic Communications Committee, and should “make stops” at all Nemours locations.

Two to three executives (for each presentation) undertake this “road trip” to meet with Associates and managers in order to provide specifics about the strategy and the rollout plan, and to reinforce key messaging. This highly visible engagement vehicle not only serves to highlight the importance of SMS to the organization but serves as an integral part of the introduction.

Once dates and locations are determined (tentatively mid-July through August), you will be asked if you can participate. It is hoped and anticipated that you will lead these sessions.

CEO State of Nemours Road Show

These in-person meetings, held at a variety of locations, are tentatively scheduled for Winter. The messages will be to reinforce the importance of SMS to Nemours, the CEO’s “take” on SMS, and to deliver key messages and updates. BSC recommends that the CEO “kick off” the introduction of SMS to an organization with high-level messaging that focuses on why the organization is undertaking this initiative and the importance to the organization’s success. Since Dr. Bailey’s plans call for a reinforcement tour later in the fall, the plan recommends use of a video that all Associates can view with their managers and team, available July 2, to be reinforced by the opportunity to ask questions and learn more during the VIP summer visits

TACTICS/INITIATIVES

Print Deliverables

Written tools, such as newsletter articles, brochures, memos and downloadable presentations, can convey substantial amounts of information: background on the history of SMS at Nemours, Performance Management, the importance of measurement and the strategy map. These items are easily disseminated, can be downloaded from the intranet and can be referenced later.

Manager Primer

A primer will be created to clearly and perspicuously define and explain the Strategy Management System (SMS), clear up any confusion, reinforce all key points, and help in preparing managers to roll out and present (cascade) Strategy Management to their teams.

The primer should be seen as “the Bible” of Strategy Management—a reference tool that answers all questions, contains a glossary, provides key insights in a straightforward manner and includes a FAQ section. It should be a user-friendly document that is added to as new LDI sessions are held.

It will also define the SMS and explain the inter-relationship/interdependency of

- Strategy Management using the Balanced Scorecard architecture;
- Whatever It Takes for service excellence;
- LeadQuest principles for personal accountability—
- All based on Nemours Core Values.

The Strategy Map is explained in detail, dissecting each aspect and providing clear and easy-to-understand definitions of terms such as perspective, cascading, strategy map, themes, etc. This should be issued at the beginning of SMS rollout.

Manager Toolkit

Many of the documents on this page will be packaged into the Manager Toolkit (Manager Primer, Associate Primer, training tips, speaking/talking points, PowerPoint presentations that managers can use to present SMS, interactive worksheets and perhaps a video with key executives). Toolkits will be distributed after every LDI, facilitating rollout of LDI themes/information.

Associate Primer

The Associate Primer provides an overview of SMS and all related terms and initiatives, and explains why this is important to the organization. The SMS is linked to the work of Associates, and Associates begin to think how their everyday work links to the organization’s overall strategy.

Vision

A special issue of *Vision*, planned for Fall 2007, reinforces key concepts explained in other materials, highlights new information, provides updates, features interviews with key executives involved in the development of SMS (Executive Team) and includes comments

Strategy Management System: Strategic Communications Plan

from Associates who have received roll out information and have integrated SMS into their Performance Management objectives.

Articles on SMS can be featured in the bi-monthly issues of *Vision* that focus on topics that require reinforcement (a key method, according to BSC, to achieve success in communicating SMS) or an update. Another topic for consideration is articles that feature Associates' taking initiatives that improve performance.

News@Nemours

Articles on SMS events or topics (limited to 120 words) can be featured in the monthly *News@Nemours*. These articles will help maintain interest in SMS and reinforce key points and provide updates. "Crosswalks" to the intranet (directions to see a particular page on the intranet) can extend the information, leading to greater detail. Contests, for example, wherein the Associate with the first correct answer to an SMS question can be featured in *News@Nemours* and on the intranet. A "SMS Associate of the Month" campaign can also be launched.

A special issue of *News@Nemours* that features site- and division-specific information (utilizing the current format of *News@Nemours*) is recommended for the Fall 2007 timeframe.

Posters

Posters can help create awareness and maintain interest. It is recommended that in addition to the requested "measures" posters, a set of introductory posters be created to help generate excitement and buzz as SMS is rolled out.

LeadQuest Principles

The LeadQuest principles are excellent behaviors to inculcate throughout all of Nemours, not just leadership. A laminated pocket version of the principles can be produced at nominal cost.

TACTICS/INITIATIVES

Feedback Tools

Major activities that will gauge feedback to SMS implementation include monitoring and evaluation through the Strategic Communications Committee:

- Review results of launched campaigns;
- Share organization feedback to guide successful implementation of the communications plan;
- Assure integration with key organizational initiatives; and
- Identify opportunities for continuous improvement of strategy communications.

Feedback tools can include surveys completed by Leaders and Associates. Information is usable over the long term (survey information can be compared over time). Summary reports are prepared in September, November and January, after Leaders and Associates are polled (via surveys or focus panels) for feedback.

MONTHLY TACTICAL CALENDAR (RECOMMENDED DATES) LAUNCH JULY 2							
	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Stream I: Leadership Engagement							
•LDI Sessions							
- Conduct Session			8/8			11/7	
- Distribute LDI Follow-Up Package			8/23			11/22	
- Post Key LDI Presentations to Intranet			8/23				
•Definition and Strategy Map Explanation		7/1					
•Manager Primer		7/1					
•Manager Toolkits		7/1	8/23			11/23	
•Manager Training		TBD					
Stream II: Associate Intro/Rollout 7/1							
PERSONAL ENGAGEMENT							
• Manager Meetings with handouts		7/1	8/23			11/23	
•Town Hall Meetings (lead by local mgmt.)							
•Engagement Forums (Focus Groups)							
EXECUTIVE PRESENTATIONS							
•VIP Tour		Launch					
•CEO "State of the Business" Address							
▪ VIP Webcast							
PRINT							
•Associate Primer		Launch					
•Bi-monthly Vision		Overview/Launch	8/12		10/12		12/12
•News@Nemours (Monthly SMS news)		Teaser	Launch				
▪ News@Nemours Special Issue							
•Vision–Special SMS Issue				9/12			
INTRANET AND ELECTRONIC MEDIA							
•Screen saver		Launch		Update		Update	
•SMS site on <i>NemoursNet</i>		Launch					
•E-messaging (Fridays)		Intro	Launch				
• Web-Based Forum							
•CBL							
OTHER							
▪ Giveaways							
• Orientation/New Hire Training							

COSTS

The chart on the next pages details costs and timing assuming funding for a part-time designer for six months if available and estimated \$25,000 for agency support (ruckus advertising + public relations, whose principals are familiar with Nemours and our management/values communications).

The Communications Team requires these additional resources. Since there is urgency to producing deliverables and rolling out SMS as soon as possible, only those who have had exposure to SMS and Nemours can quickly produce what is needed.

A designer could handle minor tasks assigned by Lindsay Stump-Powell, so Lindsay can focus on SMS. Ruckus, with their history with Nemours, is already up to speed through initial conversations about SMS. It is highly recommended that the agency be utilized whenever possible.

Cost Summary:

Ruckus Agency \$25,000 through December; estimated part-time (20 hours/week) freelance graphic designer for five months \$19,500; production costs to produce impactful, professionally designed deliverables approximately \$TBD

TOTAL estimated \$60,000

Key Tasks and Responsibilities/ Cost and Timing Estimates

Stream 1: Leadership Engagement

ORIGINAL SMS COMMUNICATIONS COMMITTEE PLAN				COMMUNICATIONS TEAM PLAN		
Key Tasks	Content Dev.	Due	Owner	Description	Costs	Comm Team Timing
MAY LDI				LDI Presentation sent via email 5/23.	N/A	
AUGUST LDI						
Session	TBD	8/8	McCabe			
Follow-up*	Comm Team	8/23	McCabe	Toolkit (plastic file box) with PPT, speaking points, interactive worksheets, qty 450	\$5,000	8/23
▪ Emailed PPT						
NOV LDI						
Session	TBD	11/7	McCabe	N/A		11/7
Follow-up* (Emailed PPT and standard Word docs)	Comm Team	11/22	McCabe	LDI follow-up. Toolkit (plastic file box) with PPT, speaking points, interactive worksheets; qty 450	\$5,000	11/22
Manager Training (Downloadable, standard Word docs)	Comm Team	7/12	TBD & Comm Team			
ADDITIONAL						
MANAGER (LAUNCH) TOOLKIT*				Nicely designed, impactful packaging, hard copies for all Associates. SMS overview (PPT Presentation) and strategy map definition. Video, 450 qty. Imprinted plastic toolkit, qty 450 Laminated strategy maps, 4500 qty Laminated LeadQuest Principles Manager Primers, qty 450 Assoc. Primers, qty 4500 Feedback Tool, qty 450	\$10,000 0 \$4,000 \$1,000 \$1,000 \$4,500 \$4,500 \$1,000	7/1

*Red asterisk and blue shading denote additions or changes from SCC plan.

*Includes talking points and PPT presentation for Managers, video, Primers, feedback tool, laminated strategy maps, and interactive worksheets.

Stream 2: Associate Introduction/Rollout

ORIGINAL SMS COMMUNICATIONS COMMITTEE PLAN				COMMUNICATIONS TEAM PLAN		
Key Tasks	Con-tent Dev.	Due	Owner	Description	Costs	Comm Team Timing
Strategy Management Report-out with video*	ET	Mont hly	Altieri			
CEO "State of the Business Address" (JAX, PCOLA, WILM)	Bailey/Coupe	TBD	Bailey		TBD	9/15
Town Hall Meetings	SCSC/Comm Team	Vario us	SCC	Led by local management	\$0	Various
Vision * ▪ Articles in regular issues	SCC/ Comm Team	Bi-mont hly	SCC	Articles in regular issue and Special themed SMS issue, qty 4500	\$5,000	9/15
News@Nemours (Monthly SMS Events)*	Comm Team	Mont hly	SCC	Articles in monthly issues and Issue focused on site- and division-specific SMS activities	\$2,500	Monthly
SMS Intranet Site	SCSC/IS	7/1	SCC	Videos and downloadable, edited docs	\$6000	7/2
Topic of the Month Email	TBD	TBD	SCC	Batched messaging (Friday)		
Web-based Forum	SCSC/IS	7/1	McCabe	Moderated	N/A	8/15
CBL on Strategy & SMS	TBD	11/1	Murphy	Classes added periodically		11/1
Manager Training	TBD	7/12	TBD	TBD	TBD	TBD
New Hire Training	TBD	7/12	TBD	Integrated SMS content/orientation	N/A	TBD
Engagement Forum/Focus Groups	McCabe	Vario us	McCabe	Facilitated net meetings	N/A	Aug & Nov
Feedback*	SCC	Ongo ing	McCabe	Trackable tool design	\$1,000	7/2 Sept. 11/23
Communicate successes with ET	SCC	1/4ly	SCC	PowerPoint Presentation and handouts	N/A	1/4ly
RECOMMENDATIONS						
Primer				8-page professional designed and printed, qty 4500	\$4,500	7/2
President's Kick-off message via video				Also available in Managers Launch Toolkit;	N/A	7/2
VIP Tour				Community Benefit Report handout	TBD	7/16-8/30
Screensaver				Updated bi-monthly	\$0	7/2
Manager Meeting materials (Launch and post-LDIs)				Professionally printed copies of Associate primer and laminated strategy map for launch; other meeting materials TBD.	See Str1 \$1,000 \$1,000	7/2 8/23 11/23
Posters: Measures				Professionally printed 20 x 30", four-color; 500 quantity	\$400	8/1
Posters: Launch				Professionally printed 20 x 30", four-color; 500 quantity	\$400	7/2
Banners				Vinyl or cloth, qty 25	\$5,800	7/2
Headsets and Streaming video (accompanies special issue of TBD)				Video	\$7,000	10/21
LeadQuest Principles				Laminated cards for all Associates	Above	7/2