

YOUR Strategic Communications Delivered!

*How ONA's CGR Team
can help you achieve
your communications goals*

ONA Communications & Government Relations Team



November 2016

Table of Contents

Introduction	3
The Basics: Writing/Editing/Proofreading Services	4
Strategic Communications – Advice and Assistance	5
Newsletters	6
Media Relations	7
ONA Ad & Advocacy Campaigns	8
Local Campaigns	9
Nursing Week	10
Marketing	11
Video Production	12
Government Relations	13
Web and Social Media	14
Nursing Students	15
Visual Identity and Branding	16

How to Reach Us:

The staff of CGRT is an email away.
Please contact us at **cgrintake@ona.org**.

Resources:

CGRT has an array of resources available to staff and members.
Email us at the address above if you would like a copy of:

ONA Visual Identity Guide

ONA Communications Manual

Political Action Pocket Guide

ONA Guide to Local Action

Media Relations: Your Guide to Engaging the Media

Nursing Week Planning Guide

Need Communications Support? We Can Help

Yays and Nays of Social Media

Create Your Own Local Website

Presenting with Presence

**Your Strategic Communications Delivered:
How ONA's CGR Team can achieve your
communications goals**

Introduction

The Ontario Nurses' Association (ONA) prides itself on being a proactive union that provides professional, dependable services and information to its members, allies, government and the public.

To support those goals, ONA's staff structure includes the award-winning Communications & Government Relations Team (CGRT) – an experienced group of staff focused on providing highly professional, targeted and effective external/internal communications, advocacy and campaigns, and government relations.

CGRT is here to provide ONA members and staff with high-quality, strategic communications advice and assistance, to guide you in reaching your goals and to *deliver* results.

The Team works with ONA provincial leaders, ONA staff teams, members and nursing students to provide professional advice, assistance and expertise for targeted government relations and advocacy efforts, while ensuring that the ONA brand is preserved, and that printed as well as online work adheres to ONA's style and standards.

The Team supports and leads a range of initiatives organization-wide. Working collaboratively, CGRT ensures communications and advocacy excellence.



This publication promotes the range of expertise, advice, assistance and services CGRT provides – to ONA members, leaders, staff and nursing student affiliates.

The CGR team is available to help you – contact us at cgrintake@ona.org.

A Special Note to ONA Staff:

CGRT offers the “basics” too. Remember to send the Team all publications, guides, manuals, external correspondence, etc. for review prior to release.

The Basics

writing/editing/proofreading services

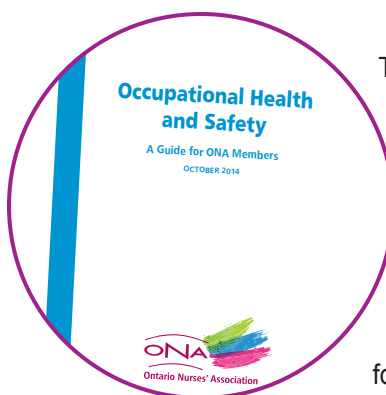
Remember, nothing can damage the impact of communications more quickly than typographical or grammatical errors. Run-on sentences, unfocused messaging, awkward phrasing and too much irrelevant information can also damage your efforts.

You can rely on CGRT to ensure typo-free, professionally written communications.

Send us your materials when they are as complete as possible and we will edit and proofread them for you to ensure maximum impact.

For example, ONA teams regularly update a large number of manuals and guides, including the *Occupational Health and Safety Guide for ONA Members*, the *Workplace Violence and Harassment Guide for ONA Members* and the *Human Rights and Equity Guide for ONA Members*.

CGRT works to ensure that any updates to these guides follow a format determined to “brand” these publications as being from ONA. CGRT’s editors closely proofread the Guides, ensuring that before they are sent for design and printing, they are letter perfect and adhere to ONA standards.



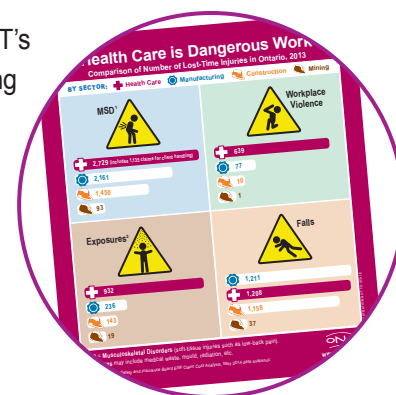
The Team edits all documents for Provincial Coordinators Meetings and Biennial Conventions, government and stakeholder correspondence, and handles editing and production of ONA newsletters and other publications.

The Team is responsible for speech writing for ONA leaders, members and others to ensure our key messages are consistent and our public remarks are engaging and informative.



The Team develops flyers, brochures and tip sheets for other teams, members who are taking local action and produces educational brochures to provide relevant information to internal and external audiences.

Nothing can damage the impact of communications more quickly than errors.



Strategy **strategic communications advice, assistance and delivery**

With its highly experienced staff writers and editors, government relations and campaigns officers, CGRT is here to work with you to fulfill your communications goals. From start to finish, the Team will work collaboratively with you, asking the relevant questions, identifying and recommending the tools and tactics to use to best reach your goals. The Team will help you identify your goals and key messages, and navigate through the project to deliver those key messages in the most effective way possible.

In conversation with a CGRT member, you will be able to identify:

- Your goals.
- Your target audience.
- The best tools and tactics to achieve your goals.
- Your key messages and how to integrate them into a communications plan to deliver a project with maximum impact.

CGRT is here to work with you in developing your own communications and advocacy plan. We help you with:

- Effective website content, including video.
- Social media posts, including Tweets.
- Writing/design and editing of Local newsletters.
- Speeches.
- Letters to the editor.
- Opinion Editorials.
- Presentations to a variety of audiences.
- Media releases.
- Flyers, brochures.
- General correspondence.
- Execution and then evaluation of the effectiveness of your plan.

When massive RN job cuts were announced by Windsor Regional Hospital, CGRT worked with the Bargaining Unit, provincial leaders and regional staff to devise a multi-faceted strategy to fight the cuts. CGRT developed a plan that included:

- **Media relations:** media releases, an opinion editorial and letters to the editor.
- **Government relations:** developing material for Local members to use in meetings with MPPs, circulation of a petition protesting the RN cuts, and a visit by Windsor nurses to Queen's Park where they met with opposition members, attended Question Period and were present in the visitor's gallery as the petition was read in the legislature.
- A social media plan to spread awareness of the impact of the cuts.
- A local campaign: information sessions for Windsor ONA members, an information picket that saw public support for the preservation of RN care, and a dedicated ONA web page supporting the Windsor RNs.
- A tailored email campaign that supported Windsor Regional Hospital RNs.

The result to date is a growing awareness of the harm to patients as RN cuts occur, and vocal support for the nurses. The cuts have received on-going media attention from as far away as London and Detroit. MPPs have raised questions in the legislature and the pressure continues to reverse the cuts.

TIME	ACTIVITY	LOCATION	ONLINE
10:00 AM	Bus arrives	Queen's Park Legislature	ONA 25
10:00 AM	Main security check-in	Queen's Park Legislature	Lauren, Ken
10:15 AM	Drop off personal belongings	Basement entrance, down the ramp to the west of the main southern entrance	Lauren, Ken
10:30 AM	Gallery security screening	NOP Boardroom, Room 163	Lauren, Ken
12:00 PM	Question Period	4th floor	All
12:00 PM	Meet & Greet with Andrea Horwath & NOP MPPs	Visitor's gallery, 4th floor	Laurence, Agn
12:30 PM	Lunch shift 1	NOP Boardroom, Room 163	Laurence, Agn
1:00 PM	Lunch shift 2	Cafeteria, basement	Laurence, Agn
2:00 PM	Reading of Petitions	Cafeteria, basement	Agnel, Ken
2:15 PM	Collect belongings	Visitor's gallery, 4th floor	Laurence, Agn
2:15 PM	Photo opportunity	NOP Boardroom, Room 163	Laurence, Agn
7:00 PM	Bus departure	In front of Queen's Park Building	All

Newsletters **for members, staff and the media**

CGRT writes/edits and produces a number of targeted newsletters, including ONA's flagship member publication, *Front Lines*.

The Team strives to ensure that stories that reflect the reality of members are covered.

The ONA staff newsletter, *iContact*, which CGRT writes and produces, ensures that staff are updated on relevant industry news, internal ONA news, and offers stories that are meant to enhance the ability of staff to better serve members. Send us your stories!

Other ONA teams, including the Human Rights and Equity and Finance teams, rely on CGRT to help them produce newsletters targeted for specific audiences.

Members who would like assistance with producing a Local newsletter should remember that the Team is here to help.



Send us your story ideas. CGRT strives to reflect your issues.

CGRT also produces a newsletter specifically for the media.

Behind the Front Lines takes a critical look at the nursing and industry-related coverage of the province's news media to provide the perspective of nurses on the issues and the reporting.

The news reports that *Behind the Front Lines* focuses on are chosen strategically to advance ONA targets and goals.

ONA publications reach, inform and influence their target audiences.

Following the CCAC strike, an issue of *Behind the Front Lines* was written, produced and delivered to a special list of health reporters within just two days.

The articles focused on reports that showed special insights into the issues, that were extraordinarily sympathetic and fair to ONA members' issues, and that provided a range of coverage on the issues.

Journalists were able to compare and contrast their coverage of the strike, gain a better understanding of the issues beyond the surface, and file away new learnings for future nursing or home-care coverage.

Media Relations

getting your message heard – by the media and the public

RN cuts at your facility? New policies that will impact patient care? Labour disputes?

Contact CGRT as soon as an issue arises. The Team will guide you to identify key messages, position your concerns to best pique the interest of media, identify the best tactics to use to attract media attention, provide a knowledgeable spokesperson, and write the appropriate media plan tailored to your needs.

When an issue arises, ask yourself, “do patients care about this issue?” If the answer is yes, call CGRT for help.

A media release is just one element of a media relations plan. CGRT can help you determine whether your issue warrants a:

- Media conference.
- Opinion editorial.
- Letter to the editor – still one of the best-read sections of newspapers.
- Rally to attract media.
- Use of social media to enhance and extend your reach.

We will then track your media coverage and provide suggestions for further action, if required.

CGRT uses the appropriate tools and tactics to their best effect. Remember, RNs are among the most trusted of all professionals in Ontario.



ONA has a well-deserved reputation among journalists being a reliable source.

During the Community Care Access Centre strike in 2015, CGRT fielded hundreds of media calls, issued 16 targeted, timely and highly relevant media releases, coordinated member updates, social media campaigns and helped organize several rallies. Media relied on ONA for comment rather than their local CCACs, which simply referred calls to the provincial association.

CGRT strategically extended our reach by providing “template” letters to the editor that Local members could adapt; many of these were published in their communities. Videos posted to ONA’s YouTube channel further extended our media reach, as did radio ads.

CGRT’s social media campaign garnered thousands of signatures to a petition urging the Premier and Minister of Health and Long-Term Care to fairly settle the strike.

The results? Media coverage was widespread, accurate and very fair to striking members. In the end, the dispute was sent to arbitration, and ONA members working in Community Care Access Centres were awarded the increase they had been on strike for.

Turn to CGRT for strategic advice and development of a tailored strategy for your issue.

ONA Campaigns

initiating public awareness
and advocacy campaigns

Health care in Ontario comes with a multitude of challenges. Austerity measures mean that our health-care facilities face serious pressures.

Both province-wide and at the Local level, there are situations arising that are ripe for a campaign.

CGRT works to develop and execute a range of Local and provincial public campaigns to increase public awareness and effect change.

Provincial Ad Campaigns

At the provincial level, CGRT works with ONA's Board of Directors to analyze situations and determine whether a major paid advertising campaign may be appropriate.

CGRT looks at the type, scope and messaging of a campaign and shepherds it from start to finish. The Team interviews and selects an external advertising agency to work with to set goals, develop "creative" messaging, and choose the most appropriate and effective vehicle – i.e., radio, transit ads, print ads, television and/or social media ads to deliver the message.

The Team supports major paid advertising campaigns with a media relations plan, member engagement plan, social media plan and integrates key messaging of the campaign into every part of ONA's work.



Over the past 15 years, ONA's CGR Team has successfully created and launched the following award-winning provincial ad campaigns:

Not Enough Nurses
Still Not Enough Nurses
Cutting Nurses, Cutting Care
Value the Invaluable
More Nurses
Nurses Know



"Nurses Know" is ONA's current ad campaign and is furthering members' professional reputation.



The Team supports major ad campaigns with a range of actions to extend the reach.

Local Campaigns

tools and tactics for addressing local issues

CGRT creates Local ad and advocacy campaigns to inform and mobilize your community.

For instance, in areas where there are large RN cuts announced, the Team advocates for you. We develop a strategic plan which may include print advertising, on-line ads, a web and social media presence, and a targeted media relations plan to fight the cuts.

How we can help:

CGRT has the expertise to help you execute Local public awareness/advocacy campaigns.

The Team will provide advice on the potential tools, tactics and scope of a campaign to address any issue. The Team will help to organize rallies, develop flyers, and provide advice and assistance to Locals on whether and how to most effectively meet with local decision-makers and MPPs.

A media relations plan, social media plan and appropriate tools, such as a video on YouTube, can all effect change that will benefit patient care and nurses' work lives.

During the Kingston, Ontario *Public-Sector Labour Relations Transition Act (PSLRTA)* vote run-up, CGRT used its expertise to launch a targeted ad campaign.



The campaign used Kingston-area members in transit shelter and print ads, long before local RNs voted for which union they wished to represent them.

Local, on-the-ground targeted efforts delivered the successful result sought by ONA.



CGRT has the expertise to help you develop a strategic plan... to effect change.

Nursing Week

celebrating the value of our members

CGRT takes a lead role in organizing and executing the biggest member outreach program ONA participates in each year: Nursing Week.

From start to finish, the Team uses its experience and expertise to draw the attention of Ontarians to the unique skills, education, role and value of the province's registered nurses, registered practical nurses and nurse practitioners.

The Team's involvement begins early, working with the Nursing Week Planning Committee to create a strategic theme that fits ONA's current issues and concerns. We use integrated messaging in the myriad of elements of Nursing Week, including the Nursing Week poster the Team develops, produces and distributes, speaking notes developed for ONA leaders to deliver at events across Ontario, and scripts of public service announcements that members can submit to local radio stations.

CGRT's comprehensive *Nursing Week Planning Guide* is full of targeted ideas for Nursing Week events, activities and initiatives. The Team develops a Nursing Week media release, works to promote events to local media, and ensures that ONA spokespersons are briefed on key messages and are available to speak with reporters across the province.

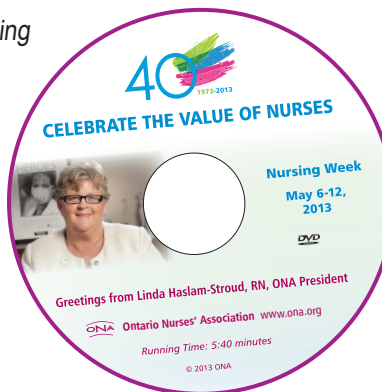


CGRT provides suggestions for messaging on the annual President's Nursing Week video message, which is produced by the Team and posted on ONA's YouTube channel.

This year, CGRT's efforts resulted in members across the province enjoying Nursing Week at a variety of unique events and media coverage that put the spotlight on the valuable contributions of RNs in Ontario's health-care system.



Taking a leading role in the biggest member outreach program each year.



Marketing

building a positive impression

CGRT marketing expertise is integral to the Union.

At the provincial level, ONA has a well-respected profile as *the* voice for front-line RNs. CGRT's marketing efforts have ensured that ONA is known for its knowledge of the profession of nursing, and as a respected and reliable source of information.

ONA is *the* Union for Ontario's nurses.

An example is the *Bargaining Unit Marketing Kit* that CGRT produced and is now refining. The kit was designed to support ONA Bargaining Units with raising their presence and profile locally.

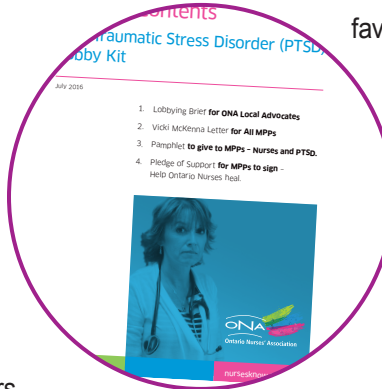
By making it easier for Local Executives to communicate with their members, and by enabling members to learn who their President and Executive Committee members are, how to contact Local leaders, and how to interact locally, the kit makes ONA better as a Union.

Marketing ONA Locals is also done with the advice and assistance of CGRT through Local websites, newsletters and other efforts. CGRT works with Bargaining Unit leaders to maximize their local presence.



Ensuring that all front-line ONA members understand the services they receive from their Union is vital. CGRT contributes to the *New Members' Kit*, sent to all new ONA members. It's no accident that it provides an excellent overview of all the services available from the Union.

Our presence in the media, in health-care facilities and in communities ensures that all of our targeted audiences – the public, the media, policy-makers and our own members – are aware of and have a favourable impression of ONA.



CGRT's marketing expertise is vital to the Union.

Video Production

**a picture is worth
a thousand words**

Sometimes the old adage, ‘a picture is worth a thousand words,’ really is true. A professional, polished video is another tool that ONA uses to maximum impact.

Video is a powerful way to engage an audience and ensure ONA messaging and information is absorbed by viewers.

Whether it’s an “ONA in Action” video for members to view at a Provincial Coordinators Meeting or Biennial Convention or a video on a specific issue, CGRT strives to provide a high-quality, professionally produced video – an invaluable tool in communicating and marketing the Union.

CGRT works alongside external, professional videographers who understand ONA’s goals, our priorities and our members to produce polished videos.

The Team produces persuasive videos. The creation of a video on any issue or event – such as ONA members’ community improvement projects undertaken during the June 2016 PCM – increases solidarity and pride in ONA membership. It is also a valuable tool that CGRT uses to influence decision-makers and the media – all videos are posted on ONA’s YouTube channel, and are available for viewing by the public.



**A series of videos
produced by ONA
show the impact
workplace violence
has had on our
members and
our patients, and
makes a clear,
persuasive argument
for the need to report
all incidents.**



**Video is a powerful way to
engage an audience.**

Government Relations **influencing policy**

Advocacy happens at many levels of government, with the public, allies and other stakeholders, by building and maintaining relationships. It also happens through vigilance and strategic action when policy decisions are being considered.

CGRT's Government Relations Officer works closely with ONA leaders, staff and members to ensure the Union is on top of policy changes and developments, and takes appropriate action to influence government policy for the benefit of members and patients.

The Team proactively monitors Queen's Park for proposed legislative changes that may impact members. CGRT works with ONA's leaders to develop and submit briefs, make presentations to standing committees and advocates for amendments, using key messages and briefing notes for those meeting with government officials. Strategic thinking is central to this function.

Developing and implementing strategies to influence government policy and legislation through letters, online campaigns and lobbying events is paramount to success.

The Team understands how government works, who is in government, and stays abreast of current health policy trends and nursing workforce statistics.

Advocacy happens through vigilance and strategic action.



Our efforts pay off. We have successfully advocated for legislation to keep members safe from sharps injuries, workplace violence and to be protected from discipline should members provide services in medically assisted death.

ONA also has a seat at the table on many government committees and working groups, such as the current Roundtable on Workplace Violence and we're here for Local leaders as well.

Some of ONA's most successful lobbying efforts to date involve our Local leaders meeting with their MPPs. CGRT will guide your efforts, strategize and plan an approach with the best possibility of success.

In Hamilton, CGRT worked with Local leaders to contact area MPPs, who then asked a question during Question Period at Queen's Park, meant to put the government on

the spot about cuts to health care and RNs. St. Joseph's Health Care Hamilton has been forced to retract a decision to train lesser-educated care providers to work in

the neonatal intensive care unit after the decision became public knowledge due to ONA's efforts.



Web & Social Media **raising awareness in the digital world**

In our digital world, many ONA Locals and Bargaining Units are increasingly relying on social media to communicate. Provincially, ONA also targets its website and social media presence to raise awareness of many issues facing members.

CGRT is responsible for the design, content and strategic use of ONA's website and social media efforts and uses them to the best advantage

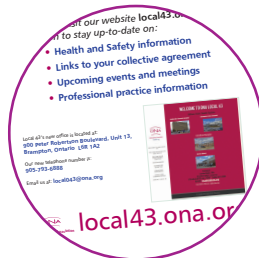
ONA is active on Twitter, Facebook and YouTube. CGRT designs and updates ONA's website, regularly tweets and maintains ONA's social media profile. ONA videos are regularly posted to YouTube, sharing the latest news.



Social media is an increasingly important tool in our advocacy and advertising campaigns. The Team quickly creates individual web pages for members and the public to ensure they're in the know.

Ask CGRT to help develop social media "shareables" that can further draw online users to your key messages, in a graphically appealing way.

Rely on the Team to help you with your social media communications needs.



CGRT is available to help your Local develop its own website.

The Team has worked with 30 Locals to date to create relevant, professional websites.

We will provide advice and assistance regarding the content, look and feel of your website.

The Team used social media to its full advantage during the recent 'Nurses Know' campaign.

ONA's website featured a quick link to a section created to enable people to tell their nursing stories, read facts and statistics about RNs in Ontario, click on a link to sign an on-line petition, and retweet ONA tweets about RN cuts.



Also on-line was ONA's 'Nurses Know' television commercials. This was an economical way to increase exposure of the public and policy-makers to our messages.

Nursing Students

supporting tomorrow's RNs

Ontario nursing students are “affiliates” of the Union.

It only makes sense to involve and support future ONA members early. CGRT provides much of the support and advocacy work on behalf of our more than 14,000 nursing student affiliates.

The Team ensures that ONA has a strong presence in Ontario nursing schools. Student affiliates receive ONA's flagship publication, *Front Lines*, enabling them to be up-to-date on developments in the industry and within the Union. The Team's efforts go far beyond this, however.

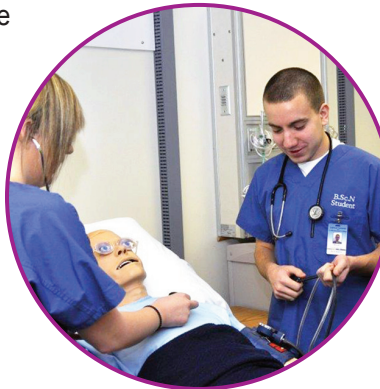
ONA supports and is a presence at the Canadian Nursing Students' Association (CNSA) annual general meeting. The Team markets ONA and its services at this event, and provides financial support as well.

By strategically involving students provincially and locally, nursing students have become invested in ONA's advocacy work. Nursing students have been brought in by CGRT to the Union's presence on social media. Nursing students have been out with ONA members to leaflet communities, have been a large and visible presence at ONA's launch of provincial ad campaigns, and ONA has advocated on behalf of students when the provincial RN exam changed dramatically.



Today's nursing students liaise with CGRT regularly and know they can count on ONA support, assistance and advice.

Tomorrow's RNs are a valued and integral part of CGRT's strategy and work on behalf of members.



CGRT provides much of the support and advocacy work on behalf of our more than 14,000 nursing student affiliates.



Visual Identity & Branding

striving for consistency of style

Every successful organization knows the importance of consistency and professionalism in visual identity and branding. ONA is no different.

The quality and consistency of ONA's communications defines our professionalism. It is imperative that the organization maintain visual consistency.



CGRT is here to ensure all communications align with ONA guidelines in visual identity.

ONA is branded as the union representing Ontario nurses. It is the backbone of all we do and must be communicated as such.

CGRT is responsible for creating and maintaining ONA's *Communications Manual*, which is updated regularly and acts as the "bible" for ONA staff and members. It clearly lays out ONA style, format, the use of acronyms, and is a concise and easy-to-follow map.

Members can take advantage of CGRT's knowledge and experience to ensure that publications (including flyers, advertisements), speeches, correspondence and electronic communications, are polished and branded as coming from ONA and are as effective as possible.

CGRT is here to ensure the public face of ONA remains consistent and professional.

CGRT is here to ensure the public face of ONA remains consistent and professional.

CGRT reviews all correspondence, guides, manuals, Power Point presentations and documents before they are released to ensure consistency.

ONA Communications &
Government Relations Team

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Ontario Nurses' Association
www.ona.org



OntarioNurses