



LOUIS BRIER  
HOME & HOSPITAL

# COMMUNICATIONS & PUBLIC RELATIONS FRAMEWORK



A Roadmap To Providing Exemplary Care  
To Our Residents And Their Families



- 1** About Louis Brier Home and Hospital
- 2** Why a Communications and Public Relations Framework
- 3** Policy Framework – Communications Roles & Responsibilities
- 4** Overall Strategic Objectives
- 5** Key Messaging Themes
- 6** Stakeholder Relations Plan
- 11** Community and Public Relations Plan
- 12** Government Relations Plan
- 14** A Tiered Communications Strategy – Steps
- 15** Evaluation and Outcomes
- 16** Implementation Steps
- 17** Appendices



# About Louis Brier Home & Hospital

Located in the Oakridge area of Vancouver, B.C., Louis Brier Home and Hospital (LBHH) is a 215-bed accredited residential facility situated next to the Weinberg Residence (WR), home to 40 assisted living and 20 private pay complex-care residents. Our mission at Louis Brier Home & Hospital is to provide exemplary care to residents and families within a supportive and caring community consistent with Jewish values and traditions. As innovative leaders in eldercare, our vision is to enrich the quality of life of seniors in everything we do.



## MISSION:

To provide exemplary resident and family-centred care for seniors through:

- Innovation, education and research
- Partnerships and collaboration
- The contributions of staff, volunteers, funding partners and donors with a focus on quality and safety, all guided by Jewish heritage.



## VISION:

A centre of excellence for elders providing innovative and outstanding care consistent with Jewish values and traditions.

## VALUES – CHAI (Hebrew for “LIFE”)

- Caring
- Health, Safety & Wellness
- Accountability
- Integrity



# Why a Communications and Public Relations Framework?

Louis Brier Home and Hospital and Weinberg Residences' (LBHH WR) Communications and Public Relations Framework (the "Framework") is intended to guide the organization in communicating with its residents, staff, internal and external stakeholders, government and the community.

It is recognized that good communication is everyone's responsibility. The organization is committed to providing honest, timely and straightforward communications demonstrating the values of mutual respect and integrity.

The fundamental purpose of this framework is to present a clear and concise communicating plan.

This framework aims to ensure that staff, physicians and volunteers are well informed about the organization's strengths, opportunities for improvement and strategic directions to allow them to speak knowledgeably and to understand the various communication means and mechanisms.



# Policy Framework - Communications Roles & Responsibilities

The Board of Directors is a policy governance board, and in that context, its role with respect to communications is to:

- Set the communications framework for the CEO and the Senior Leadership Team
- Promote a positive image for LBHH generally and within the community
- Provide overall communications advice on request to the CEO

The Board has created a Communications and Public Relations Committee with the following terms of reference, focusing on strategy:

- To create strategic communications initiatives that grow LBHH's community profile and enhance the organization's reputation as a centre of excellence for elders providing innovative and quality care consistent with Jewish values and traditions.
- To serve as a sounding board and offer resources to LBHH's staff and the Board of Directors on internal and external communications strategy.
- To offer an opportunity to discuss ideas for promoting the work of the LBHH and address issues related to the organization's reputation to internal and external stakeholders.
- To offer strategies to enhance the perception of funding organizations, policymakers, the media and the broader Jewish community of the work that the LBHH is doing.

Louis Brier has a **Media Communication Policy** (AJ0200 - Media Relations) and a **Social Media Policy** (AM0340 – Social Media). The Louis Brier Media Communication Policy provides clear direction on the handling of media requests.

The CEO of the LBHH and WR is the key spokesperson for public messaging about the facility, including services, level of care, finances, staffing, and its place within the community.

With respect to any governance matters, the Chair of the Board of Directors is the key spokesperson in coordination with the CEO.

The media plays a major role in shaping perceptions in general and about LBHH and WR and its staff in particular. It is very important that media presence be embraced and used whenever possible to communicate Louis Brier's successes to help foster a positive image of the organization, its staff, volunteers, and physicians.

Louis Brier Home and Hospital and Weinberg Residence needs to respond promptly to all media requests and/or inquiries and be as open and helpful as possible. Members of the media have a job to do. By being responsive and providing them with what they need, they will be able to do their jobs better and will appreciate the support they receive from Louis Brier, in turn this will prevent and/or decrease instances of reporting inaccuracies and misunderstandings. This will not stop reporting of negative events when warranted but should provide a "neutral" starting point when looking for story lines or "angles".

# Overall Strategic Objectives

As part of the overall Strategic Plan, LBHH and WR identified six organizational goals:

## 1. Care, Innovation and Education

To be recognized as a Centre of Excellence by providing creative and innovative services and developing relationships with academic institutions and our funding partners

## 2. Jewish Traditions and Culture

Ensure priority access for all Jewish elders and continue to enhance and promote the Jewish spiritual, ritual and cultural environment

## 3. Finance

Maintain a balanced budget while developing sources of revenue and containing costs

## 4. Human Resources

Become an employer of choice

## 5. Community

Enhance public awareness and influence of Louis Brier and Weinberg Residence through the development and implementation of public relations, government relations and communications plans

## 6. Infrastructure and Redevelopment

Maintain existing infrastructure while implementing the plan for redevelopment

Pursuant to the overall Strategic Plan, the Communications & Public Relations Committee of the LBHH Board of Directors has been asked by the Board to draft a Communications and Public Relations Framework focusing on our internal and external audiences.

The framework is set out in three major sections in order of priority:

- Stakeholder (internal/external) Relations Plan (highest priority)
- Community and Public Relations Plan
- Government Relations Plan (lowest priority)

# Key Messaging Themes

While communications messaging needs to be tailored to each specific audience, there are a number of more general key messaging themes that must be top of mind for our communications:

1. Louis Brier is a Jewish home and hospital for the elderly; admission priority must continue to be given to members of the Jewish community.
2. Louis Brier is a centre for excellence and a resource to the broader health care community for clinical care and research.
3. Louis Brier is a home and community for its residents; it is more than four walls... it is a family.
4. There's a genuine sense of excitement about the future redevelopment of the site to build a new Louis Brier Home & Hospital for our community.



# Stakeholder Relations Plan

## Our objectives for LBHH with respect to stakeholder relations

- Create a favourable impression of LBHH among stakeholders
- Raise LBHH's relevancy towards discussions being held and/or decisions being made
- Create strong relationships between the stakeholder group and LBHH
- Enhance involvement by stakeholders in LBHH to make LBHH better

## Internal and external stakeholders

### Internal Stakeholders

- Facility staff
  - Care (RN / LPN / Care Aides)
  - Allied Health (Dietary / Social Work / Rehabilitation Recreation)
  - Infection Control
  - Quality & Risk
  - Support Services (Housekeeping & Laundry / Food Services / Maintenance)
  - Administration
  - Senior Leadership Team
- Weinberg Residence
- Louis Brier Foundation
- Family Council
- Residents
- Companions
- Volunteers (350)
- Board of Directors

### Messaging Strategy for Internal Stakeholders

- Messaging strategy is determined by the Senior Leadership Team.
- With respect to communications with the Louis Brier Foundation, the CEO and Board Chair will work together on a positive, collaborative approach to best enhancing this relationship.

### Means of communication

- The key messages must be communicated on a regular basis.
- Means of communications, frequency and methods are determined and implemented by the Senior Leadership Team.



External Stakeholders

<p><b>Jewish Federation of Greater Vancouver</b></p>	<p>Staff (all staff as listed on website)            Board of Directors</p> <ul style="list-style-type: none"> <li>○ Officers (as listed on website)</li> <li>○ Executive Committee (as listed on website)</li> <li>○ Board Members (as listed on website)</li> <li>○ Finance Committee (as listed on website)</li> </ul> <p><i>Messaging:</i></p> <ul style="list-style-type: none"> <li>○ To emphasize importance of a Jewish home and hospital in Greater Vancouver</li> <li>○ To communicate the many successes of LBHH</li> </ul>
<p><b>Jewish Seniors Alliance</b></p>	<p>Executive Board Members (as listed on website)            Administrative Staff (as listed on website)</p> <p><i>Messaging:</i></p> <ul style="list-style-type: none"> <li>○ Reminding the JSA that we have common objectives</li> <li>○ Emphasizing why LB is so important to the Jewish community</li> <li>○ Emphasizing the importance of the LB synagogue</li> </ul>
<p><b>Denominational Health Association</b></p>	<p>Board of Directors (as listed on website)            Staff – Executive Director</p> <p><i>Messaging:</i></p> <ul style="list-style-type: none"> <li>○ To emphasize the importance of maintaining our standing as a religiously affiliated health care facility</li> <li>○ To maintain the integrity of our institutions as religiously affiliated health care institutions</li> <li>○ To maintain support and respect for the values and traditions of the varied religious affiliations.</li> </ul>
<p><b>Health Care Unions</b></p>	<p>BCNU Provincial Executive Committee (as listed on website)            HEU Provincial Executive (as listed on website)            HAS Provincial Officers (as listed on website)</p> <p><i>Messaging:</i></p> <ul style="list-style-type: none"> <li>○ Best practices and compliance (accreditation)</li> <li>○ Positive working environment, employment security, health and safety, working conditions and job security</li> <li>○ Leaders in gerontology, mentors and top professional</li> </ul>

	<p>management</p> <ul style="list-style-type: none"> <li>○ Strategic relationships with institutions such as UBC</li> <li>○ Support team approach for employees</li> <li>○ Advancement opportunities and continuing education</li> <li>○ Workers benefits</li> <li>○ An open-door policy to management</li> <li>○ An opportunity to learn and respect Jewish culture, values and identity.</li> </ul>
<b>Jewish Family Services Agency</b>	<p>Board of Directors (as listed on website) Staff (as listed on website)</p> <p><i>Messaging:</i></p> <ul style="list-style-type: none"> <li>○ To re-establish and re-affirm the close relationship between JFS and LBHH as we once had</li> </ul>
<b>Jewish Community Centre of Greater Vancouver</b> <i>(programs and site development)</i>	<p>Board of Directors Staff Executive Director Director of Programs, 55+ Director of Membership &amp; Facilities Rental Director of Programming and Strategic Initiatives</p> <p><i>Messaging:</i></p> <ul style="list-style-type: none"> <li>○ To inform JCC of the programming and work being done at LB</li> <li>○ To showcase LB as a facility of excellence.</li> <li>○ To promote seniors programming between the JCC and LB</li> </ul>
<b>Educational institutions – Deans, Faculty, Students</b>	<p>UBC School of Nursing Langara College Nursing Vancouver Community College</p> <p><i>Messaging:</i></p> <ul style="list-style-type: none"> <li>○ Communicate general information about the successes at LB</li> <li>○ Communicate specific information about nursing and research programs at LB</li> </ul>
<b>Health Employers Association of BC</b>	<p>Leadership Team (as listed on website)</p> <p><i>Messaging:</i></p> <ul style="list-style-type: none"> <li>○ The strength of LBHH as a public sector Employer of Choice</li> </ul>

<p><b>Synagogues</b></p>	<p>Schara Tzedek  Beth Israel  Etz Chaim  Temple Sholom  Or Sholom  Chabad  Beth Tikvah  The Bayit  Har El  Burquest  White Rock South Surrey  Others - Victoria, Kelowna</p> <p><i>Messaging:</i></p> <ul style="list-style-type: none"> <li>○ LB is where the Jewish community is kept alive</li> <li>○ LB is a unique Jewish community</li> </ul>
<p><b>Jewish Day Schools</b></p>	<p>Elementary schools:</p> <ul style="list-style-type: none"> <li>○ Vancouver Talmud Torah</li> <li>○ Vancouver Hebrew academy</li> <li>○ Richmond Jewish Day School</li> </ul> <p>High School:</p> <ul style="list-style-type: none"> <li>○ King David</li> </ul> <p><i>Messaging:</i></p> <ul style="list-style-type: none"> <li>○ To encourage cooperative and collaborative programming</li> </ul>
<p><b>Doctors</b></p>	<p>Accredited list (names to be provided by LB office)  Others who are interested in LB (Jewish physicians? Geriatricians?)</p> <p><i>Messaging:</i></p> <ul style="list-style-type: none"> <li>○ To inform physicians of the excellent work and successes at LB</li> <li>○ To highlight physician contributions</li> </ul>
<p><b>Pharmacies</b></p>	<p>Medical Pharmacies (supplier)</p> <p><i>Messaging:</i></p> <ul style="list-style-type: none"> <li>○ To inform pharmacies of the excellent work and successes at LB</li> <li>○ To keep LB informed and updated on current pharmacological advances and public health issues and initiatives that we can share and promote.</li> </ul>

<p><b>Service Providers</b></p>	<p>The list of service providers can be found in Appendix 5</p> <p><i>Messaging:</i></p> <ul style="list-style-type: none"> <li>○ To foster the best relationships possible by emphasizing:</li> <li>○ An established, respected and reputable facility</li> <li>○ Financial stability</li> <li>○ Community service (both service provider &amp; Louis Brier)</li> <li>○ A well-run organization ... a good partner ... long term relationships</li> <li>○ Outreach to new and more effective partnerships</li> <li>○ Define all benefits of working with Louis Brier</li> <li>○ Define and communicate our special and specific needs as a Jewish home</li> <li>○ Speak to large volume contracts &amp; pricing</li> <li>○ The benefits and satisfaction of working with an institution that has a positive impact on the community</li> </ul>
<p><b>Advocacy Groups</b></p>	<p>Seniors First BC (Legal Advocate)  Alzheimer’s Society of BC (Executive Director)  CanAge (Chief Executive Officer / Director, Operations &amp; Strategic Partnerships / Media Contact)  EngAge BC (Senior Manager, Strategic Engagement)  Advocacy Centre for the Elderly (ACE) Executive Director  Family Councils Collaborative Alliance (Executive Director)  BC Care (Chief Executive Officer)</p> <p><i>Messaging for advocacy groups:</i></p> <ul style="list-style-type: none"> <li>○ Coming from a place of seeking to maximize the quality of care, of all residents in long term care, our message is one of support for organizations whose mission aligns with our vision.</li> <li>○ LBHH endeavours to provide top rate clinical care in a person-centered setting.</li> <li>○ Our leadership in the LTC community should be celebrated and shared with advocacy groups. At the same time, we should learn from advocacy groups how resident/staff/family interaction is perceived negatively, if not done correctly.</li> </ul>
<p><b>Donors</b></p>	<p>Working collaboratively with the Louis Brier Jewish Aged Foundation.</p> <p><i>Messaging:</i></p> <ul style="list-style-type: none"> <li>○ Emphasizing the importance of LB in the Jewish community</li> </ul>



# Community and Public Relations Plan

## Objective

Our objectives for community and public relations are:

- Engagement
- Awareness
- Involvement
- Participation
- Financial support

The overall objective is to involve the broader community as part of the Louis Brier community, where the benefits flow both ways – to Louis Brier and to the public.

## What do we mean by community and public relations?

- Community and public relations for LBHH is about working with and listening to those in our community in order to build long term relationships while developing meaningful solutions to issues. The value of inclusivity will help to create a dialogue between LBHH and its community.
- The primary community is defined here as the larger Jewish community in British Columbia (approximately 27,000 people).
- A secondary community includes those groups who are in a position to actively support the Louis Brier through donations or contributions (e.g., community centres in the vicinity, organizations that have donated PPE, etc.)

## The communities we wish to engage

- Anything related to Louis Brier, Jewish and general communities who have expressed an interest in LB
- Jewish communities throughout the province
- People and organizations who will get involved personally and from a donor standpoint
- Community centres and organizations in the vicinity of LB
- Organizations who donated PPE etc. or assisted LB during the pandemic

## Some ways to engage the communities

- Communicate on a regular basis with key community members (email and social media)
- (post-COVID) Design ways for positive personal interaction

# Government Relations Plan

## Our objectives for LBHH with respect to government relations

- to establish relationships where information can flow back and forth
- to raise LB's relevancy towards discussions being held and/or decisions being made
- to have a proper connection who can leverage their network and distribute necessary LB content on our behalf
- to ensure a welcome reception by government for our redevelopment project

## Levels of government we want to influence and key contact individuals

<b>Provincial Government</b>	All British Columbia MLAs, with a particular emphasis on: <ul style="list-style-type: none"> <li>○ MLAs who represent ridings within Vancouver Coastal Health</li> <li>○ Jewish MLAs</li> </ul> Ministry of Health Office of the Seniors Advocate
<b>Vancouver Coastal Health</b>	Chief Executive Officer HCC Vice President Executive Director, Regional Long -Term care Director, Long-Term Care and Assisted Living Director, Residential Care & Assisted Living Executive Director, Long Term Care & Seniors Vice President, Vancouver Richmond Chief Medical Health Officer Advisor, Community Engagement Regional Initiatives Practices Lead Regional Initiatives Practices Lead, LTC
<b>City of Vancouver</b>	Director of Planning
<b>BC Housing</b>	Chief Executive Officer Vice President, Housing Hub Associate Vice President, Housing Hub
<b>Development Team – Concert Properties</b>	Chief Executive Officer Senior Vice President, Development Senior Development Manager
<b>Development Team – Tamarix Developments</b>	Real Estate Consultant to LBHH

## Ways we can impact those we need to influence

- Join advocacy groups
- Influence by sharing successes with key decision makers
- Videos
- Articles
- Key research collaborations
- Media releases
- Influence others by putting a focus on our future – the “new” Louis Brier
- Expand our contact database to reach out to more people
- Invite key decision makers to our meetings
- Organize panel discussions (even ZOOM panels)
- Demonstrate our interest in them – so we can get their interest in us



# A Tiered Communications Strategy - Steps

The design of a tiered communications strategy provides a “road map” for staff to follow within the context of this framework.

Step 1 – An event or project takes place or will take place (ad hoc or planned).

Step 2 – For each event or project, staff will determine whether it should be communicated.

If it is deemed worthwhile to communicate about the event or project to others, then:

Step 3 – Identify the stakeholders (to whom)

Step 4 – Identify stakeholder expectations in terms of communications (why)

Step 5 – Identify the communication tool(s) necessary to meet stakeholder expectations

Step 6 – Identify timeframe and/or frequency of communication messages (when)

Step 7 – Identify who will communicate each message (who)

Step 8 – Evaluate: measure the impact of that communication

Here are examples of how a tiered communications strategy would work with our various communications tools:

<p><u>Tier 1:</u> SMALL ANNOUNCEMENTS</p>	<p><u>Tier 2:</u> BIG ANNOUNCEMENTS</p>	<p><u>Tier 3:</u> URGENT/IMMEDIATE</p>
<ul style="list-style-type: none"> <li>• Social media channels</li> <li>• Website ‘Blog’ section</li> <li>• Snider Schmooze Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Social media channels</li> <li>• Website ‘Blog’ section</li> <li>• Snider Schmooze Newsletter</li> <li>• LB App notification</li> <li>• E-blast communication to families, external, board</li> <li>• Posters around LBHH</li> <li>• LB Computer Screensavers</li> <li>• LB lobby TV image roll</li> </ul>	<ul style="list-style-type: none"> <li>• Social media channels</li> <li>• Website ‘Blog’ section</li> <li>• Snider Schmooze Newsletter</li> <li>• LB App notification</li> <li>• E-blast communication to families, external, board</li> <li>• Posters around LBHH</li> <li>• LB Computer Screensavers</li> <li>• LB lobby TV image roll</li> <li>• Newspapers</li> <li>• Radio and/or Television</li> <li>• Community platforms (blogs, newsletters, etc...)</li> </ul>



# Evaluation and Outcomes

The following are a listing of potential outcomes for measuring how well the objectives of this communication and public relations framework are accomplished:

## Internal

Suggestion Box – qualitative and quantitative

Intranet Traffic

Attendance at meetings

Attendance at education sessions

Satisfaction Surveys

Accreditation Canada

Waitlist for entry (demand)

## External

Social Media Followers and Likes

Donations to the Louis Brier Foundation

Number of volunteers

Number of enquiries

Number of social media releases

Website analytics

Board assessment

# Implementation Steps

## Immediate priorities

- Q2 2021** Update contact list with new additions from this Framework
- Q2 2021** Priority focus on Stakeholders (internal and external)  
Define proactive communications tools for each stakeholder group  
Encourage staff suggestions for increased social media presence
- Q2 2021** Expand definition of communications tiers; try this out for some events/projects
- Q3 2021** Refine and renew communications tools
- Q3 2021** Define work plan and staffing plan for the remainder of 2021 and for 2022 for an expanded communications framework
- Q4 2021** Determine priorities for community engagement
- Q4 2021** Draft a 2022 Implementation Plan



# Appendices

## APPENDIX 1

Communications Tools (need to continually review and update)

TOOL	PURPOSE	FREQUENCY	PRIMARY AUDIENCE
<i>Annual Report</i>	Following the Annual General Meeting, the Facilities annual report is released electronically on LB website. Hard copies are made available for resident, staff, physician and visitor use. Social media and a News Release further support the annual report promotion.	Annually	All public audiences
<i>Annual General Meeting</i>	The Annual General Meeting is aimed at presenting and sharing organizational information to garner support, invite input, and share common messages to internal and external stakeholders specific to the work and services range of provided by the organization.	Annually	Internal and external stakeholders to including but not limited to, residents, family members, internal and external stakeholders and their representatives
<i>General Staff Meeting</i>	The general staff meetings were established as a result of a number of considerations to include, but not limited to, staff input, best practices for communication and information sharing, and input from our care recipients and their families. Staff meetings are also a valuable opportunity to share and inform staff of upcoming events and engage in a meaningful exchange of information and feedback, as well as gauge staff morale and engagement.	Monthly	LBHH and WR employees, volunteers, and physicians

TOOL	PURPOSE	FREQUENCY	PRIMARY AUDIENCE
<i>Monthly Newsletter Snider Schmooze</i>	The newsletter has evolved over time and has become significantly more responsive and informative and includes information pertinent both for the LBHH and WR residents, as well as external stakeholders, partners, and families. It features information in relation to current industry information and hot topics, coming events, news taking place at the LBHH and WR, progress reports on various activities within the organization, and other social and recreation events that occur in the facility, and provides additional information on people and programs. It is available in print for pick-up in high traffic locations, electronically on the LBHH and WR website and intranet, and is electronically sent to all external stakeholders and partners.	Annually	Staff, Family, Residents, as well as external stakeholders and partners such as VCH, JCC, JF, JSA, etc.
<i>@louisbrier.com email</i>	Share relevant and timely internal information, events, staff changes, education, external newsletters and other content, etc.	As needed	LBHH and WR employees
<i>Facility tours</i>	Tours are part of the organizational commitment to improve familiarity with the environmental context within which the facility operates and delivers services. For those considering the organization as a residential option, tours are required to avoid future misunderstandings and conflicts. Although in some circumstances (such as first available bed offer for residents discharging from a hospital) tours may not be an option due to time constraints information and feedback, as well as gauge staff morale and engagement.	Monthly	LBHH and WR employees, volunteers, and physicians



TOOL	PURPOSE	FREQUENCY	PRIMARY AUDIENCE
<i>Nursing/ Care Aide Practice meetings</i>	Regular monthly meetings that are inclusive where the contribution, knowledge and skills of nursing leaders and front –line staff are drawn upon and valued. It is a forum for innovative ideas, education, information and sharing. Best practice guidelines and professional standards are reviewed Front line staff are encouraged to participate in leading their practice.	Monthly	Staff – Resident Care Team
<i>Care Conferences</i>	At the time of admission, a nursing and medical assessment is completed, and a plan of care is formulated with input from the resident, family, physician and the interdisciplinary team. A Resident Care Conference is held six weeks post admission and annually, or more if required. This offers an opportunity for all parties to communicate and maintain a consistent approach to the care and quality of life for the resident. This conference is an excellent opportunity to share information in a formal setting, at a scheduled time with all interdisciplinary departments’ representatives. The Executive Director of Resident Services and are also available for family conferences at other times, if required. Concerns or questions can be addressed to the nursing staff at any time. This provides a forum where residents and families are encouraged to take part in the assessment, planning of care and the evaluation of outcomes.	Six weeks post admission, and annually	Resident, Family, Interdisciplinary Care Team
<i>Media Advisories Media Guide News Releases</i>	Share public events and/or documents with media.  A basic Media guide to Louis Brier’s services, basic statistics and media contacts should be prepared and	As needed	Media, Public (dependent on media uptake)  Media, and indirectly all public audiences

TOOL	PURPOSE	FREQUENCY	PRIMARY AUDIENCE
	<p>made available to the media, through the website.</p> <p>Share public announcements and information about the facility that may be of interest to media. Outlet for providing positive messaging about facility programs and services.</p>		Media, Public (dependent on media uptake)
<i>Newspaper Advertisements</i>	Public, direct promotion, in the Jewish Independent.	As needed	Public
<i>Program/Service Brochures and Posters/Resident and Family information manual</i>	Designed for resident information and presentation materials. These are developed as needed by program leaders using the corporate Branding Guidelines (in draft)	As needed.	
<i>Senior Leadership Team</i>	The Senior Leadership Team meetings have been created for the purpose of face to face time protected space to allow the senior leaders of the organization to connect, exchange information, seek peer feedback and input. The outcome of the meetings are two fold, on a professional level there is an increased level of collaboration and exchange of information, and on a personal level there is an increased level of knowing each other which helps strengthen the professional and interpersonal bond among peer group members which is essential in role modeling the principles of leadership and collaborative work environment internally and externally to the organization.	Weekly	Leadership team
<i>Internal Bulletin Boards</i>	For materials promoting LBHH and WR activities and messages of interest to the public and staff. These are also ideal venues to promote successes and our staff/volunteers/ physicians.	As needed	Public and staff

TOOL	PURPOSE	FREQUENCY	PRIMARY AUDIENCE
<i>Rounds</i>	Purposeful unit rounds are conducted by the interdisciplinary team to meet resident care needs, ensure resident safety, decrease the occurrence of resident preventable events, and proactively address concerns. These rounds are based on best practice guideline, all care and service identified quality indicators are discussed for each resident by LBHH.	Biweekly	Interdisciplinary care team
<i>Senior Management walkabouts</i>	Opportunities for one-on-one interaction with staff and residents.	Weekly	Staff, Residents, and families
<i>Website</i>	To communicate the services offered by Louis Brier, provide a location for public reports and plans, and for general promotion and messaging. New blog and stories sections	As needed	Public audiences
<i>Intranet</i>	Used as a portal for departmental and committee filing. Announcements are communicated via the home page. The intranet supports digital best practices. Create workflow that is more intuitive to today's user and drive staff to review communications using this digital stream.		Staff
<i>Social Media</i>	Expand our reach and support community engagement efforts. Guided by an internal social media policy (AM0340 – Social Media), the Communications department creates and maintains our presence on Facebook, Twitter, and LinkedIn. Pages are regularly updated with timely content and photographs related to facilities activities, services, disruptions (e.g. flu outbreak), provincially-recognized health topics, and wellness content.	3 x per week	Public, staff, residents

TOOL	PURPOSE	FREQUENCY	PRIMARY AUDIENCE
<i>Education Program</i>	The Education department promotes quality resident care by the provision of a variety of educational opportunities for staff from all departments and managers. Adhering to ongoing competence, current knowledge of evidence based practices, and continuous learning by staff is directly related to the quality of care we provide to our residents. Each year education department in collaboration with the interdisciplinary team develops an education calendar based on identified needs and ongoing best practice guidelines. A monthly education calendar is released to staff via email, intranet and education board.	On-going	Staff, residents, families, volunteers, companions.
<i>Quality conversation boards</i>	<p>A quality conversation is a weekly, 15 minute huddle with the purpose of regularly discussing quality initiatives on the unit.</p> <ul style="list-style-type: none"> <li>• Problem Solving - staff can look at data about their unit to brainstorm and problem solve together as a group.</li> <li>• Team Building - and opportunity for teams to work together and celebrate achievements.</li> </ul>	1 x Week (different days for each unit)	Staff, Residents, and families

Additional tools to be added to the table.

- LB App (expand)
- Family Council portal (expand)

## APPENDIX 2

### Government Relations Contacts as of March 1, 2021

<b>Provincial Government</b>	<p>All British Columbia MLAs, with a particular emphasis on:</p> <ul style="list-style-type: none"> <li>○ MLAs who represent ridings within Vancouver Coastal Health</li> <li>○ Jewish MLAs (Selina Robinson and George Heyman)</li> </ul> <p>MLAs are listed in Appendix</p> <p>Ministry of Health</p> <ul style="list-style-type: none"> <li>○ Kiersten Fisher, Executive Director, Senior Services Branch</li> </ul> <p>Office of the Seniors Advocate</p> <ul style="list-style-type: none"> <li>○ Isobel Mackenzie, Seniors Advocate</li> </ul>
<b>Vancouver Coastal Health</b>	<p>Yasmin Jetha, HCC Vice President</p> <p>Jo-Ann Tait, Executive Director, Regional Long Term care</p> <p>Sarah Jordan, Director, Long-Term Care and Assisted Living</p> <p>Bob Chapman, Director Residential Care &amp; Assisted Living</p> <p>Keith McBain, Executive Director, Long Term Care &amp; Seniors</p> <p>Vivian Eliopoulos, Interim CEO</p> <p>Laura Case, Vice President, Vancouver Richmond</p> <p>Dr. Patricia Daly, Chief Medical Health Officer</p> <p>Stephanie Massot, Advisor Community Engagement</p> <p>Monique Davidson, Regional Initiatives Practices Lead</p> <p>Jasit Gill, Regional Initiatives Practices Lead, LTC</p>
<b>City of Vancouver</b>	<p>Gill Kelley, Director of Planning</p>
<b>BC Housing</b>	<p>Shane Ramsey, CEO</p> <p>Michael Flanigan, VP Housing Hub</p> <p>Armin Amrolia, Associate VP Housing Hub</p>
<b>Development Team – Concert Properties</b>	<p>Brian McCauley, CEO</p> <p>Craig Watters, Senior VP, Development</p> <p>Erika Bell, Senior Development Manager</p>
<b>Development Team – Tamarix Developments</b>	<p>Rozanne Kipnes, Real Estate Consultant to LBHH</p>

## APPENDIX 3

### Advocacy Groups contacts as of March 1, 2021

<b>Seniors First BC</b>	Nihat Afsar, Legal Advocate
<b>Alzheimer Society of BC</b>	Jennifer Lyle, CEO
<b>CanAge</b>	Laura Tamblyn Watts, CEO Christiane Boeck, Director, Operations & Strategic Partnerships Michelle Saunders, Media Contact
<b>EngAge BC</b>	Rebecca Frederick, Senior Manager, Strategic Engagement
<b>Advocacy Centre for the Elderly (ACE)</b>	Graham Webb, Executive Director
<b>Family Councils Collaborative Alliance</b>	Samantha Peck, Executive Director
<b>BC Care Providers Association</b>	Terry Lake, CEO



## APPENDIX 4

### British Columbia MLAs

(Those in Vancouver Coastal marked with an asterisk \*)

#### Constituency

Abbotsford South  
Abbotsford West  
Abbotsford-Mission  
Boundary-Similkameen  
Burnaby North  
Burnaby-Deer Lake  
Burnaby-Edmonds  
Burnaby-Lougheed  
Cariboo North  
Cariboo-Chilcotin  
Chilliwack  
Chilliwack-Kent  
Columbia River-Revelstoke  
Coquitlam-Burke Mountain  
Coquitlam-Maillardville  
Courtenay-Comox  
Cowichan Valley  
Delta North  
Delta South  
Esquimalt-Metchosin  
Fraser-Nicola  
Kamloops-North Thompson  
Kamloops-South Thompson  
Kelowna West  
Kelowna-Lake Country  
Kelowna-Mission  
Kootenay East  
Kootenay West  
Langford-Juan De Fuca  
Langley  
Langley East  
Maple Ridge-Mission  
Maple Ridge-Pitt Meadows  
Mid Island-Pacific Rim  
Nanaimo

#### MLA

Bruce Banman  
Michael de Jong, Q.C.  
Pam Alexis  
Roly Russell  
Janet Routledge  
Hon. Anne Kang  
Raj Chouhan  
Hon. Katrina Chen  
Coralee Oakes  
Lorne Doerkson  
Dan Coulter  
Kelli Paddon  
Doug Clovechok  
Fin Donnelly  
Hon. Selina Robinson (Jewish)  
Ronna-Rae Leonard  
Sonia Furstenau  
Hon. Ravi Kahlon  
Ian Paton  
Hon. Mitzi Dean  
Jackie Tegart  
Peter Milobar  
Todd Stone  
Ben Stewart  
Norm Letnick  
Renee Merrifield  
Tom Shypitka  
Hon. Katrine Conroy  
Hon. John Horgan  
Andrew Mercier  
Megan Dykeman  
Bob D'Eith  
Hon. Lisa Beare  
Hon. Josie Osborne  
Hon. Sheila Malcolmson

## Constituency

Nanaimo-North Cowichan  
Nechako Lakes  
Nelson-Creston  
New Westminster  
North Coast  
North Island  
North Vancouver-Lonsdale \*  
North Vancouver-Seymour \*  
Oak Bay-Gordon Head  
Parksville-Qualicum  
Peace River North  
Peace River South  
Penticton  
Port Coquitlam  
Port Moody-Coquitlam  
Powell River-Sunshine Coast \*  
Prince George-Mackenzie  
Prince George-Valemount  
Richmond North Centre \*  
Richmond South Centre \*  
Richmond-Queensborough \*  
Richmond-Steveston \*  
Saanich North and the Islands  
Saanich South  
Shuswap  
Skeena  
Stikine  
Surrey South  
Surrey-Cloverdale  
Surrey-Fleetwood  
Surrey-Green Timbers  
Surrey-Guildford  
Surrey-Newton  
Surrey-Panorama  
Surrey-Whalley  
Surrey-White Rock  
Vancouver-Fairview \*  
Vancouver-False Creek \*  
Vancouver-Fraserview \*  
Vancouver-Hastings \*

## MLA

Doug Routley  
John Rustad  
Brittney Anderson  
Hon. Jennifer Whiteside  
Jennifer Rice  
Michele Babchuk  
Hon. Bowinn Ma  
Susie Chant  
Hon. Murray Rankin  
Adam Walker  
Dan Davies  
Mike Bernier  
Dan Ashton  
Hon. Mike Farnworth  
Rick Glumac  
Hon. Nicholas Simons  
Mike Morris  
Shirley Bond  
Teresa Wat  
Henry Yao  
Aman Singh  
Kelly Greene  
Adam Olsen  
Hon. Lana Popham  
Greg Kylo  
Ellis Ross  
Hon. Nathan Cullen  
Stephanie Cadieux  
Mike Starchuk  
Jagrup Brar  
Rachna Singh  
Garry Begg  
Hon. Harry Bains  
Jinny Sims  
Hon. Bruce Ralston  
Trevor Halford  
Hon. George Heyman (Jewish)  
Brenda Bailey  
Hon. George Chow  
Niki Sharma



## Constituency

Vancouver-Kensington \*  
Vancouver-Kingsway \*  
Vancouver-Langara \*  
Vancouver-Mount Pleasant \*  
Vancouver-Point Grey \*  
Vancouver-Quilchena \*  
Vancouver-West End \*  
Vernon-Monashee  
Victoria-Beacon Hill  
Victoria-Swan Lake  
West Vancouver-Capilano \*  
West Vancouver-Sea to Sky \*

## MLA

Mable Elmore  
Hon. Adrian Dix  
Michael Lee  
Hon. Melanie Mark  
Hon. David R. P. Eby  
Andrew Wilkinson  
Spencer Chandra Herbert  
Harwinder Sandhu  
Grace Lore  
Hon. Rob Fleming  
Karin Kirkpatrick  
Jordan Sturdy



---

LOUIS BRIER  
HOME & HOSPITAL

---