

COMMUNICATION & MARKETING – MIDDLE & OPERATIONS MANAGERS

Why is this important?

- Operations managers can be both blockers and enablers as they set direction for the workforce at an operational level
- They control budgets and resource allocation
- They manage and direct support / admin staff
- They have the potential to directly influence the clinical and administrative workforce
- They have the potential to directly influence executive and senior decision makers

Who do we need to target?

- Operations managers (typically nurses)
- Heads of department (also typically clinicians – medical)
- Heads of services
- Divisional directors
- Service managers

What are the key messages?

- “WIIFM” – what’s in it for me - the operations managers / middle management?
 - They want to build capacity
 - They want to generate efficiency / function efficiently
 - They have KPIs to deliver on
 - They all have certain ‘pain points’
 - Priority for some is successful delivery of existing KPIs
 - Some also want to be seen as innovators and leaders

How can this be achieved?

- Create competition – ‘everyone else is doing it’; between clinics
- Know individuals and their drivers
- Understand their pain points that could be solved by telehealth
- Engage these people to present and have ownership of their own teams telehealth successes
- Engage eager clinicians for advocacy and championing
- Have telehealth as a standing item on agendas

When?

- Promote at staff forums, CEO newsletters, senior leadership groups
- Always – in broader context of health service delivery – eg build in to existing reporting, promoting, advocacy, etc

What is available already?

- Existing meeting and communications structures in place
- Existing data, evidence
- Benchmark with similar services
- List of Victorian telehealth services