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# Communication Planning for Campaigns that Work

LEVERAGING STRATEGIES THAT HAVE AN IMPACT

Presented by: Sandro di Cori

# Toronto Public Health's Hookah Public Education Campaign

## Case Study

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# Learning Objectives

- Build skills in communications planning to support your campaigns;
- Leverage the power of media to build support for the implementation of your campaigns;
- Engage the media to secure news coverage of a public health issue;
- Mobilize the community to advance healthy public policies.

**Draw parallels with  
Toronto Public  
Health's Hookah  
Public Education  
Campaign**

## **Definition: Hookah VS. Shisha**

2014 Board of Health Report identified hookah smoking as a serious public health concern in Toronto

Prohibition identified as the most health protective option to reduce exposure to shisha smoke

Identified need for a comprehensive communication strategy to support by-law implementation

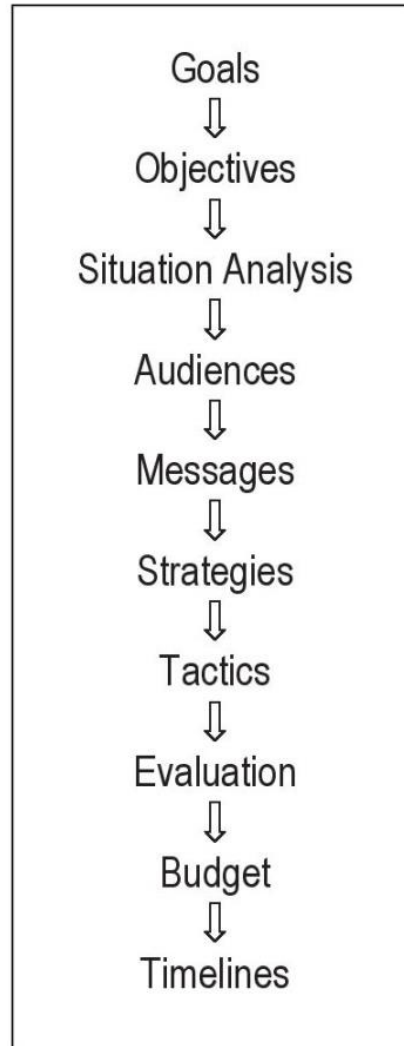
# Overview

- What is a strategic communication plan
- Importance of an effective communication plan
- Typical steps in a communication plan
- Defining goals and objectives
- Conducting a situational analysis for your campaign
- Identify your audiences and develop your messages
- Strategies and tactics

# What is a strategic communication plan

- Outlines communication goals,
- Provides some situational analysis,
- Proposes approaches and activities to achieve the identified goals given the current situation.
- Sets out the timeframe for carrying out these activities,
- Details the resources and support that will be necessary to achieve your goals,
- Identifies how results will be measured.

# Typical steps in a communication plan

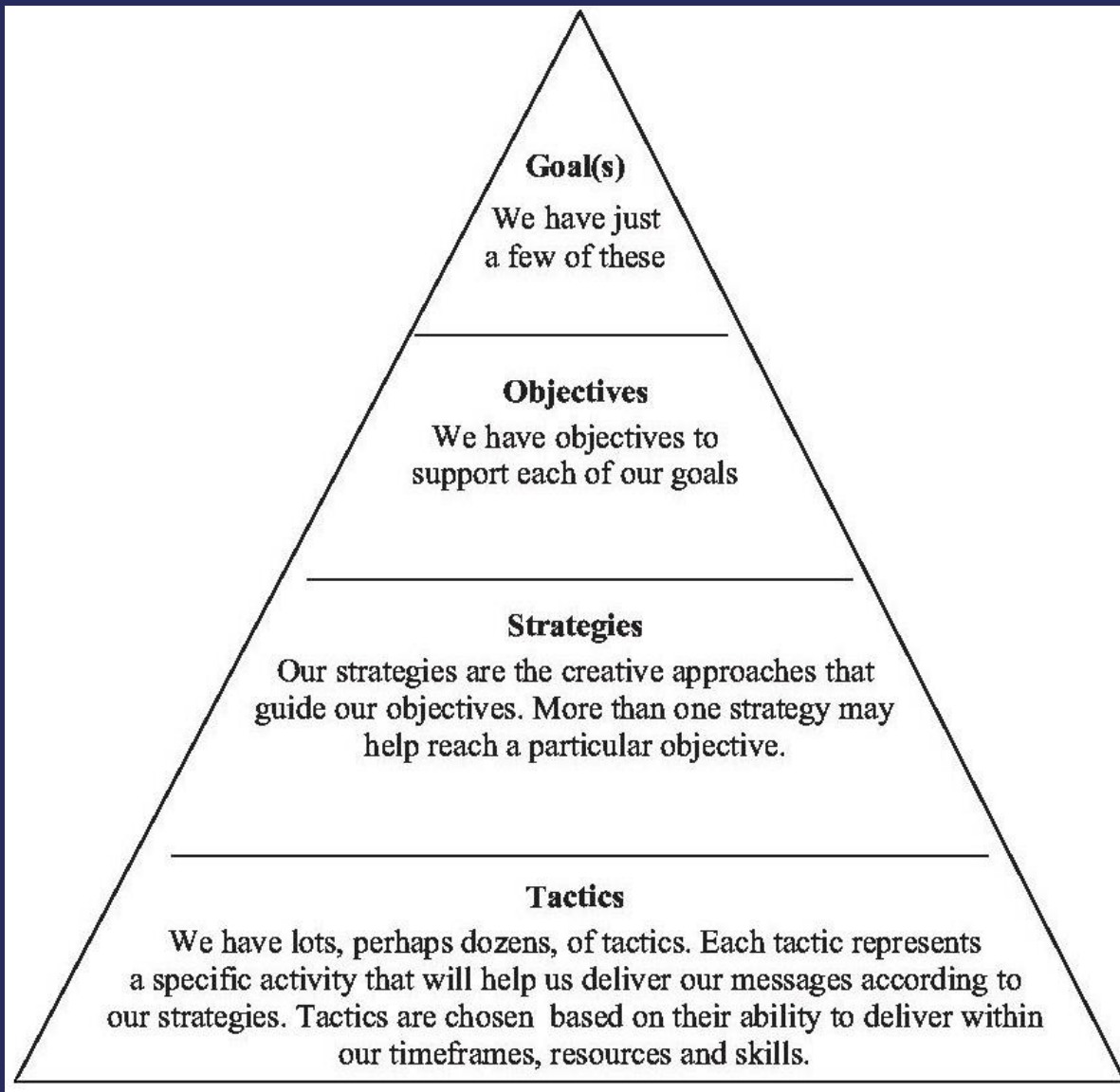


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# Steps we will focus on today

1. Goals & Objectives
2. Situation analysis
3. Audience(s) & Messaging
4. Strategy/tactics





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# Extensive reach of communication plans

- Credibility and influence in the community — community relations;
- Relationship and reputation with the media and media coverage — media relations;
- Efforts to move policy goals forward – government relations;
- Alignment within the Health Unit — internal communications;
- Outreach about programs and services you offer — constituency and client relations.

# First step: Defining goals and communications objectives

- Define what success means to you
- What to you need to achieve
  - Long-term: a policy or environmental change.
  - Short-term: build support to achieve the policy objective.

# Goal(s) & Objective(s)

## Goal(s)

- In your tobacco control context, what are your long-term achievements?
- What do you want to achieve to move your organization closer to fulfilling its tobacco control mission?
- You're not out to change the world in one intervention

## Objective(s)

- What targets are you aiming at? These are shorter-term than your goals.
- SMART objectives

**Goal:** Increase public receptivity to the ban on hookah establishments

**Strategy:** Develop a public education campaign to increase awareness of the health impacts of smoking hookah and being exposed to second-hand shisha smoke

## Objectives:

- Generate positive online discussion on social media channels
- Drive traffic to our hookah web page
- Minimize the amount of negative feedback and press generated by the ban

## GOAL(S)

What are your long-term achievements? What do you want to achieve to move your organization closer to fulfilling its mission?

### OBJECTIVE 1

What concrete, measurable, specific and achievable (within a certain timeframe) “targets” are you aiming at? These are shorter-term than your goals.

### OBJECTIVE 2

What concrete, measurable, specific and achievable (within a certain timeframe) “targets” are you aiming at? These are shorter-term than your goals.

#### STRATEGY 1A

What is one general approach to achieving Objective 1?

#### STRATEGY 1B

What is another general approach to achieving Objective 1?

#### STRATEGY 2A

What is one general approach to achieving Objective 2?

#### STRATEGY 2B

What is another general approach to achieving Objective 2?

#### Tactic 1A-1

What specific tools will we use?

#### Tactic 1A-3

What specific tools will we use?

#### Tactic 1B-2

What specific tools will we use?

#### Tactic 2A-1

What specific tools will we use?

#### Tactic 2B-1

What specific tools will we use?

#### Tactic 1A-2

What specific tools will we use?

#### Tactic 1B-1

What specific tools will we use?

#### Tactic 1B-3

What specific tools will we use?

#### Tactic 2A-2

What specific tools will we use?

#### Tactic 2B-2

What specific tools will we use?

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# ACTIVITY – Goals and Objectives

In small groups identify your main goal(s) and communication objectives.



# Second step: Conducting a situational analysis for your campaign

- Situation Analysis = Gathering intelligence
  - Organizational Background,
  - External Environment
- Identifying Audiences (these must be determined before you move to messages)
- Developing Messages

# Situational analysis

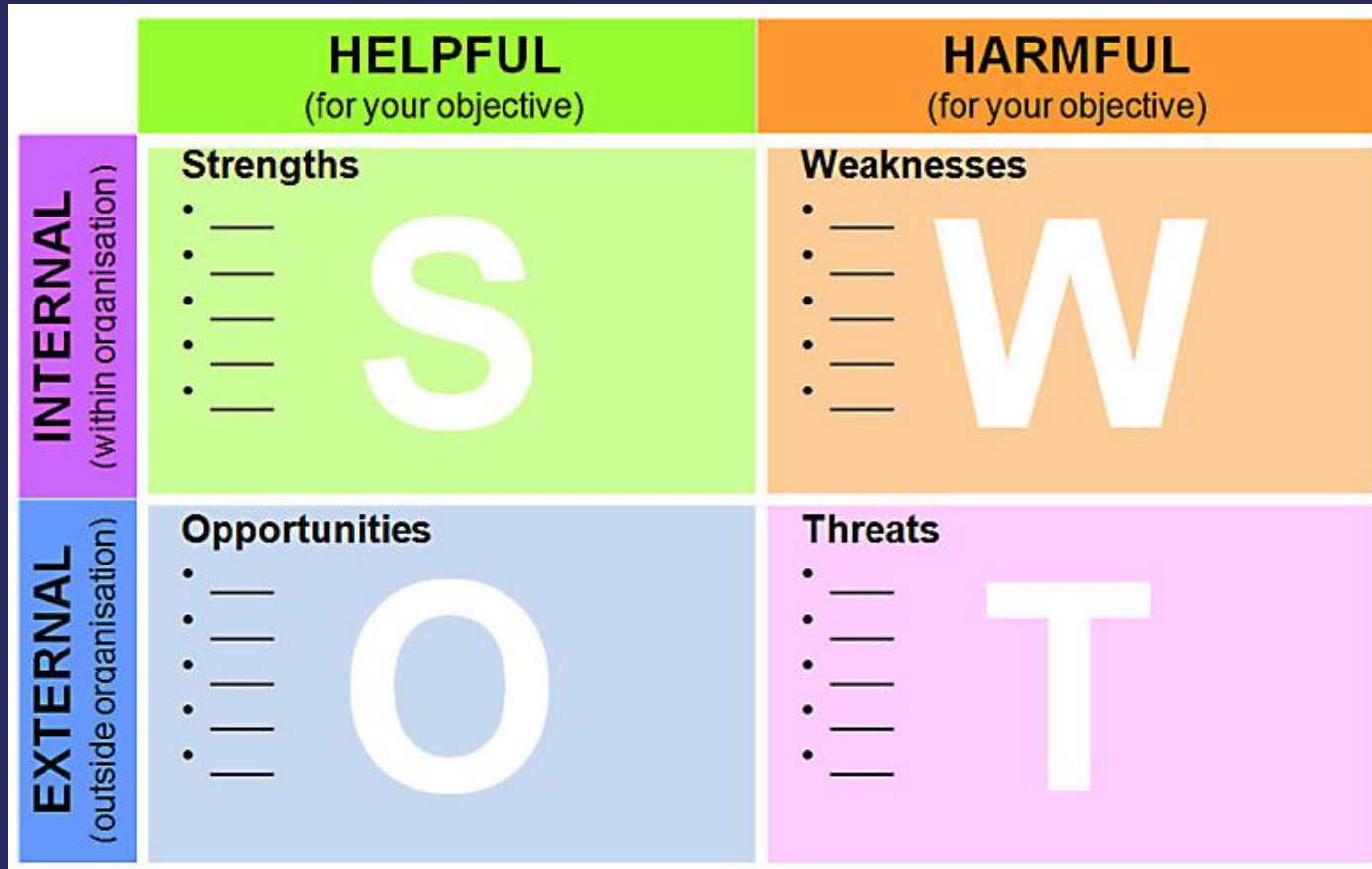
- Understanding the context in which you will be delivering your campaign and messages.
- Situation analyses focus on organizational background, internal strengths and challenges, external landscape (media, policy, public landscapes and allies and competitors or opponents).
  - PEST Analyses and SWOT Analyses are tools to help analyze your organisation's current situation.

# PEST & SWOT Analyses

## SWOT

- Listing your organisation's **strengths, weaknesses, opportunities, and threats.**

# SWOT Matrix



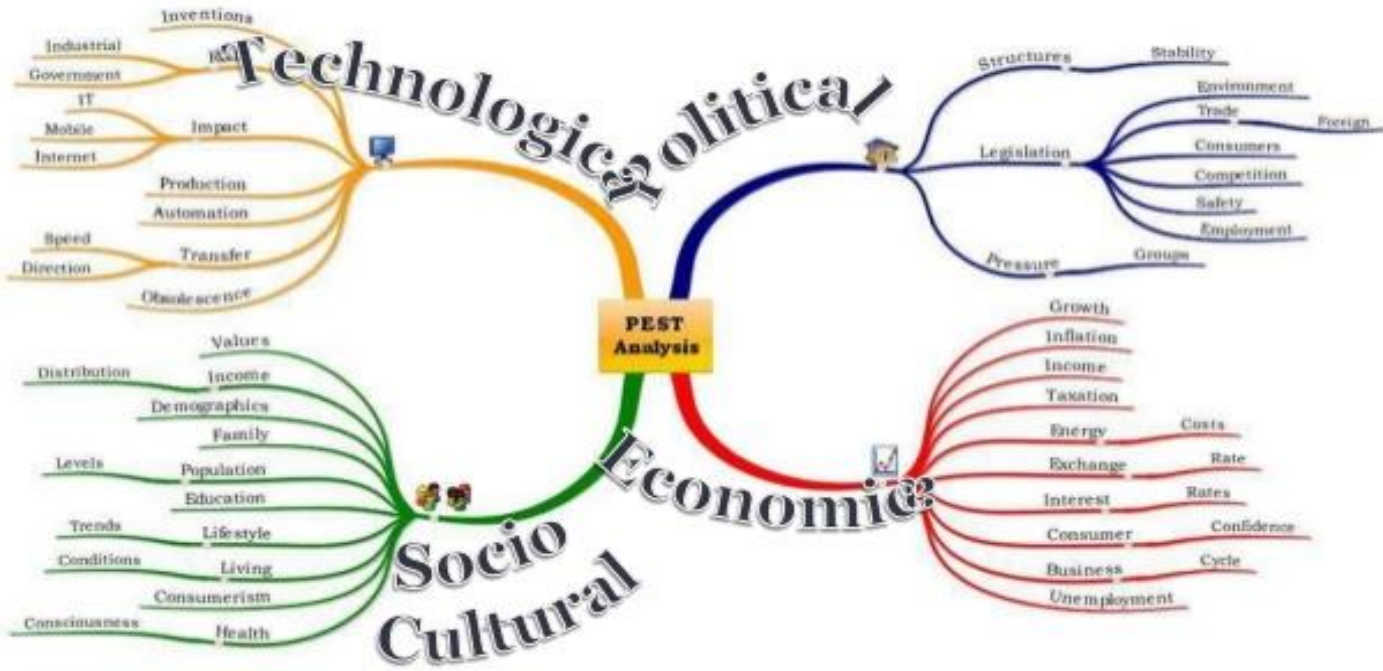
Source: Business-docs.co.uk

# PEST & SWOT Analyses

## PEST

- This involves listing the **Political, Economic, Social and Technological** factors that could affect your campaign.

# PEST



Ceylon Tobacco Company PLC subsidiary of British American Tobacco

## Research:

- Environmental scan of other PHUs
- Environmental scan of hookah establishments in Toronto
- Secondary research (OTRU, Health Canada, and others)

## Interviews:

- Patrons of hookah businesses
- Business owners
- Ethno cultural organizations serving Iranian, Somalian, Arab and Turkish communities in Toronto
- Community Health Centres
- Health Organizations
- Universities and Colleges

## Strengths

- TPH Community Champions
- Strong evidence for harm

## Weaknesses

- Lack of educational material and training

## Opportunities

- Precedent in other jurisdictions
- OTRU research findings
- Post-Secondary and Community Health Centre partnerships
- Leave the Pack Behind

## Threats

- Low awareness of health impacts
- Strong cultural tradition of hookah smoking
- Possible BIA backlash





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# Third Step: Identifying your audiences & Developing your messages

# Identifying your audience(s)

- Who has the power to make the necessary change?
- Who must be mobilized to apply pressure for change?
- Who should you partner with to achieve your policy goal?

# “Profiling”

- Where is your issue, or organization, or campaign on their “radar screen?”
- Looking at various audiences, is their engagement high, moderate or low?
- Are they supportive? Opposed or indifferent? Persuadable?

# Developing Your Message

- Keep it short and simple (KISS)
- Begin with research
- Resonate with your audience
  - Common core set of values
  - Appeal to audience's values, not on what you think they need
- Aim for high impact
- Test, revise, test, revise, etc.

# Hone Your Message

Your message must precisely and concisely convey everything you want your audience to think, feel, and do. (CRAM)

**1. Connection**

**2. Reward**

**3. Action**

**4. Memory**

# Messages Leading to Action Steps

- What do you want people to do?
- Don't let your audience walk away thinking this issue doesn't concern them.
- Make sure your messages appeal to those universal core values that will motivate people to act.
- Make it simple and easy for them to take action - i.e. submit an e-advocacy letter.

# Defining Audience and Key Messages

## Target Audience:

- Shisha establishment patrons
- Youth and young adults (18 – 34)
- Male

## Key Messages:

- The smoke from all shisha contains cancer-causing chemicals, carbon monoxide and tar
- Second-hand shisha smoke is harmful to non-smokers
- Unburned herbal shisha has been found to contain heavy metals, including lead and arsenic



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# Fourth Step: Strategies vs Tactics or Making Things Happen



# Strategies and tactics tools

- Paid advertisement
- Social media/Internet
- News release
- Media advisory (news events/conferences)
- Fact sheet and backgrounder
- Photo and cutline
- Letter to the editor and opinion editorial
- Editorial board meetings
- Partnerships & sharing resources

## Strategy: Engage Online Audiences

### Tactics:

- Develop web content
- Draft short, high impact social media messages



  12  10  



  23  10  

## Strategy: Engage Online Audiences (con't)

### Tactics:

- Leverage existing sharable content (YHAN, OTRU)
- Place ads on lifestyle and nightlife websites (NOW, BlogTO)



What's the buzz on the streets? Waterpipe Smoking



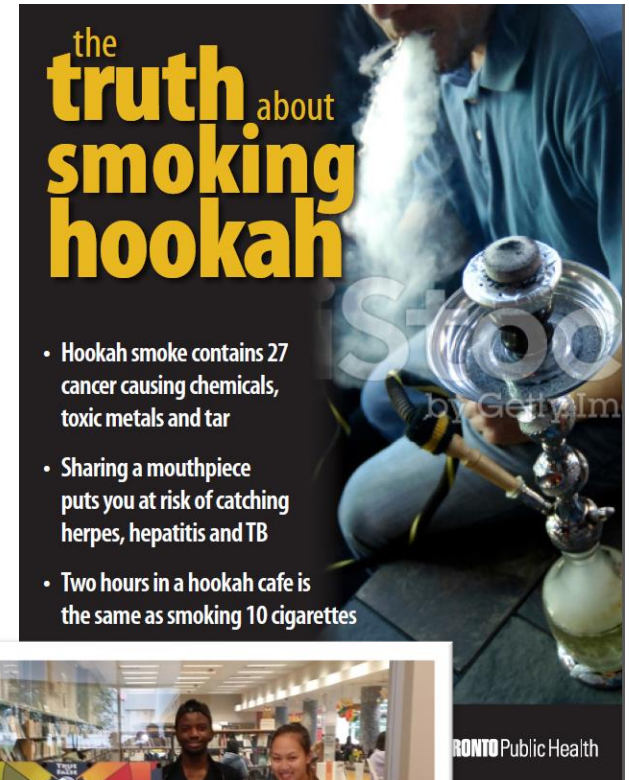
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**Strategy:** Engage the smoking Post-Secondary Population

**Tactics:**

- Place posters in restaurants, bars, cafes in areas with hookah cafes
- Place posters in Post-Secondary Schools
- Provide resources to the Youth Health Action Network and Leave the Pack Behind peer leaders
- Send letters to post-secondary school administration



# Campaign Phases

- **Phase 1:** May/June 2015 coincided with the hookah presentation at Board of Health Meeting
- **Phase 2:** November 2015 coincided with City Council vote on hookah ban
- **Phase 3:** March/April 2016 will coincide with bylaw implementation



the  
**truth** about  
**smoking**  
**hookah**

- Hookah smoke contains 27 cancer causing chemicals, carbon monoxide and tar
- Water in a hookah does not filter harmful substances
- Two hours in a hookah cafe is the same as smoking 10 cigarettes

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# ACTIVITY – Strategies & Tactics

- In small groups, use the goals and objectives from **ACTIVITY 1** to set your strategies and tactics.
- Consider using cost effective and/or existing resources, developing partnerships.

# Impact Evaluation

## 1. Set evaluation objectives and design evaluation plan

- When, Where, How
- Who was reached
- How many?

## 2. Design data collection instruments

## 3. Implement and report on evaluation activities

## 4. Monitor the media

# Evaluation Examples

## Community mobilization:

- How many people visited your website and sent an e-advocacy letter?

## Decision-maker:

- Did you recruit a champion or key influencer?

## Media outreach:

- How many stories did you get in the media?



# Thank you for participating