

CSHP Board and Branch Reference Manual

CATEGORY: 2.2, External Relations	PAGES: 9
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TITLE: Developing Advocacy Campaigns	REVISED: October 2016 April 2013

POLICY

CSHP recognizes the importance of advocacy and involvement in political/professional or social activities that affect the practice of hospital pharmacy, hospital pharmacists, or the profession of pharmacy.

1. CSHP Board sets the strategic direction for proactive advocacy campaigns; those campaigns that affect safety are given a higher priority ranking.
2. CSHP's Executive Committee and Advocacy Committee together set the overall direction for developing a response to an issue of national importance.
3. CSHP's Branch Board sets the strategic direction for proactive advocacy campaigns initiated at the Branch level; those campaigns that align with National advocacy campaigns and/or affect patient safety are given a higher priority ranking.
4. CSHP's Branch Board (or Executive Committee) sets the overall direction for developing a response to a local issue that affects the members of the branch.
5. CSHP advocates for positions that align with established CSHP positions and official statements.
6. Communication about advocacy initiatives and opportunities shall occur in a timely manner between CSHP branches and the CSHP National office.
7. CSHP regularly evaluates the success of its advocacy campaigns and implement changes to revise the process as needed.

This policy applies to CSHP National and all its branches.

Background/Rationale

Factors of Effective Advocacy

Objectives: The objective in any advocacy activity must be realistic, achievable and measurable. This is one of the first factors that must be understood by stakeholders. It is unrealistic to attempt to tackle a huge problem with insufficient resources and within a specified time. That is

CSHP Board and Branch Reference Manual

why the objective of any advocacy activity must be in line with the planned timeframe that is also fiscally responsible.

Data: To strategically intervene in effecting change, correct information is a key factor. The organization should have adequate information concerning the issue, including what has been done, what others are planning to do, to what extent the issue is a concern, and evidence of problems and related consequences occurring in the practice setting. This information is important in convincing stakeholders.

Audience: Advocacy activity must target a specific audience. If it aims at behavioural change, it must target the group that needs to change. If it aims at policy change, it must target the relevant policy makers and all those people/groups that can influence the changes to the policy. If it aims at legislative changes, it must target people/groups that are part of the law-making process, etc. Targeting the wrong audience will not bring desired results.

Key Messages: The message (the targeted change) needs to be clear to the audience. The audience must understand the message in order to act on it. The message needs to be clear, precise, informative and correct. It must also be presented in a style and language that is suitable, interesting, convincing and specifically focused on that particular group.

Networking: Advocacy activities highly depend on support from different groups, such as other pharmacy or healthcare organizations in the community, in order to have significant impact. It is good to start with groups that are addressing the same issues.

Monitoring and Evaluation: In order to measure the extent of achievements made, advocacy activities must be monitored and evaluated on an ongoing basis. Lessons learned, which can be gathered during evaluation/monitoring can be used to improve future intervention strategies. Evaluation will also tell you whether the strategies being used are working.

DEFINITIONS

Advocacy: The pursuit of influencing outcomes – including public policy, resource allocation, and legal decisions within political, economic, social, and healthcare organizations that directly affect the practice of pharmacy in hospitals and related healthcare settings in Canada and the health of the patients we serve.

Proactive Issues: Advocacy issues that have been identified in advance through strategic planning. A response involves the development of a proactive campaign and implementation plan. The campaign aims to influence future decisions that could affect hospital pharmacists. These can be identified either at the national or branch levels.

CSHP Board and Branch Reference Manual

Reactive Issues: Advocacy issues that can arise suddenly and do not permit the luxury of a proactive plan. These require an immediate or a rapid response. These can be identified either at the national or branch level.

PROCEDURES

Roles and Responsibilities

CSHP President

- Is the spokesperson for the organization
- Signs all communication to stakeholders

CSHP National Executive/Board

- Sets the strategic plan
- Approves advocacy priorities/themes

CSHP External Liaison

- Serves as liaison between Executive, Board and the Advocacy Committee
- Signs all internal communications
- Participates as an ex-officio member of the Advocacy Committee
- Maintains a networking relationship with other organizations that may collaborate on advocacy issues

CSHP Executive Director

- Maintains a networking relationship with other organizations that may collaborate on advocacy issues
- Serves as a resource to the Advocacy Committee in identifying current issues that may affect hospital pharmacy
- Receives all correspondence in response to the advocacy campaigns and communicates these to the National Board and the Advocacy Committee
- Provides direction to the Advocacy Committee regarding available resources and feasible timelines during the development of advocacy campaigns
- Serves as a resource to the Advocacy Committee in identifying opportunities for collaboration within the CSHP organization and with external partners/stakeholders.

CSHP Executive Assistant

- Serves as an administrative resource to the Advocacy Committee in the conduct of their regular business
- Serves as the administrative lead in the implementation of the advocacy campaign plan (e.g., translation, communication, mail outs)

CSHP Board and Branch Reference Manual

CSHP Coordinator of Professional and Membership Affairs

- Serves as a resource to the Advocacy Committee in identifying current issues that may affect hospital pharmacy
- Serves as a resource to the Advocacy Committee in helping to develop relevant campaign material

CSHP National Advocacy Committee

- Maintains a knowledge and understanding of advocacy issues across the country
- Identifies current national and provincial issues that may affect hospital pharmacy and may warrant a proactive or reactive campaign at the national or branch level
- Develops advocacy themes that are aligned with CSHP strategic plan, objectives, and pressing advocacy issues that have been identified
- Develops and implements proactive and reactive advocacy campaigns with the support of CSHP staff
- Develops resources for branches, with the support of CSHP staff, to use to assist with local advocacy initiatives
- Serves as a resource to the Board regarding advocacy issues
- Serves as a resource for the branches on advocacy issues

CSHP Branch Advocacy Committees

- May be a formalized committee, or simply branch executive committee, branch council, or a representative of the branch council, depending on the size and structure of the branch
- Should include CSHP member representing the branch on the national Advocacy Committee
- Maintains a knowledge and understanding of advocacy issues across the province
- Identifies current national and provincial issues that may affect hospital pharmacy and may warrant a proactive or reactive campaign at the national or branch level
- Reviews national campaigns and develops a provincial strategy on how to respond locally
- Branch may develop their own campaigns regarding issues that affect their branch members specifically
- Communicates all advocacy issues and activities to the CSHP national Board

CSHP Branch Executive/Board Members

- Serve as the spokespersons for the branch and the contact point for CSHP within the province regarding advocacy issues

Advocacy Algorithms

Each section of the organization has a responsibility in advocacy. The advocacy algorithms provide guidance for how issues should be managed as they arise and for the relationship between CSHP National and the branches as it pertains to advocacy. (Appendix A)

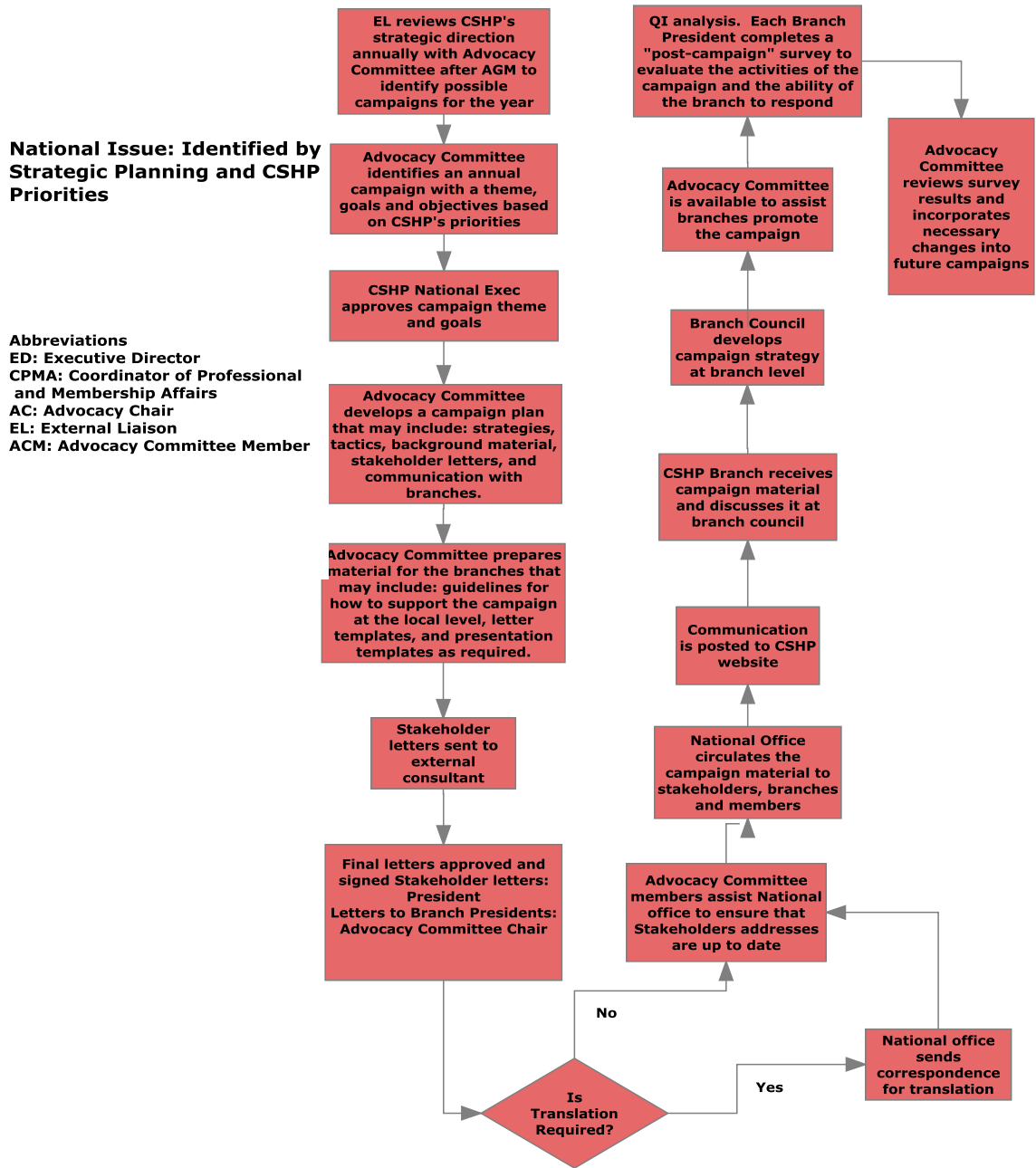
Appendix B lists online tutorial resources that CSHP members may find useful when undertaking advocacy work.

REFERENCES: None

CSHP Board and Branch Reference Manual

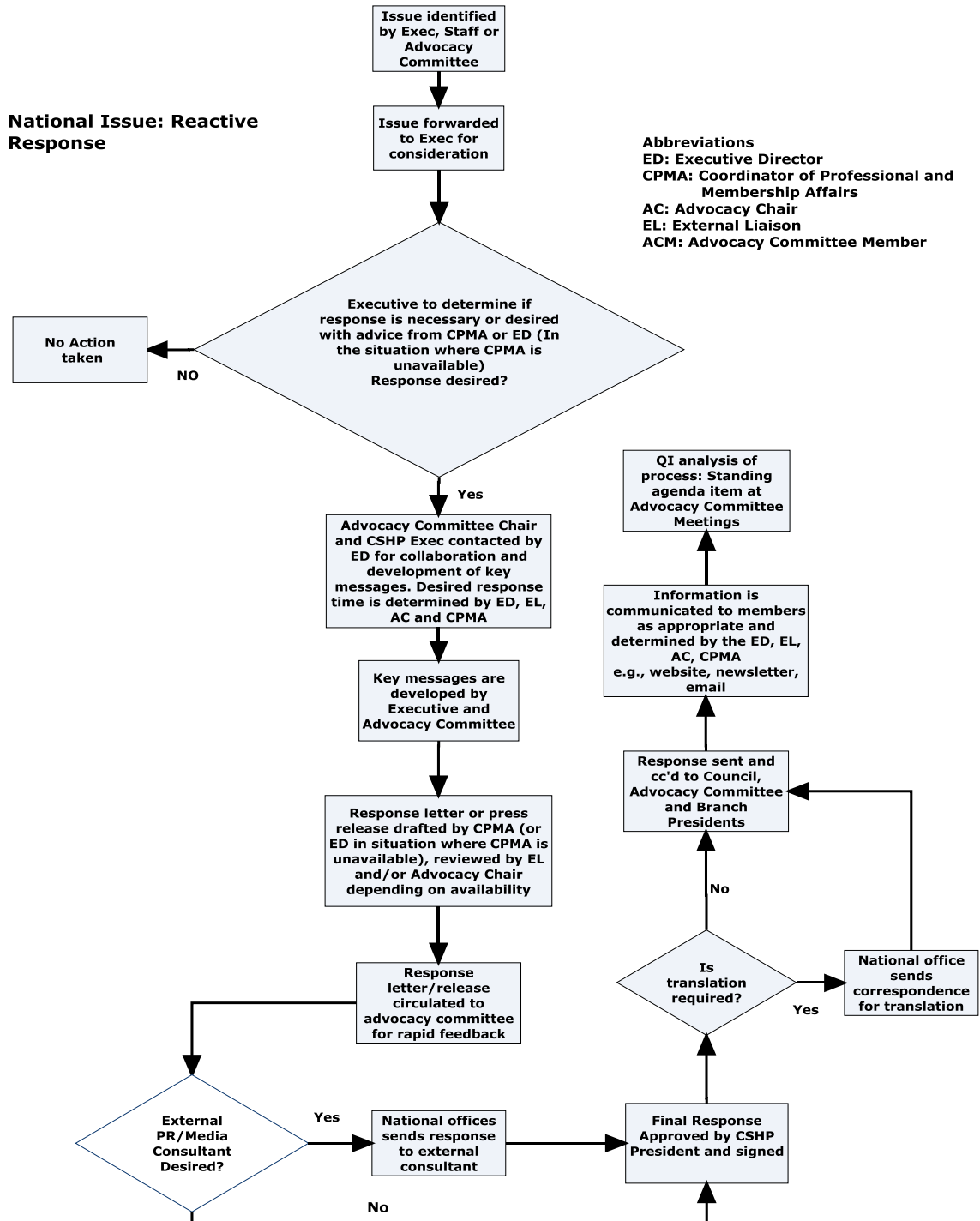
APPENDIX A: Advocacy Algorithms

National Proactive Advocacy Issue



CSHP Board and Branch Reference Manual

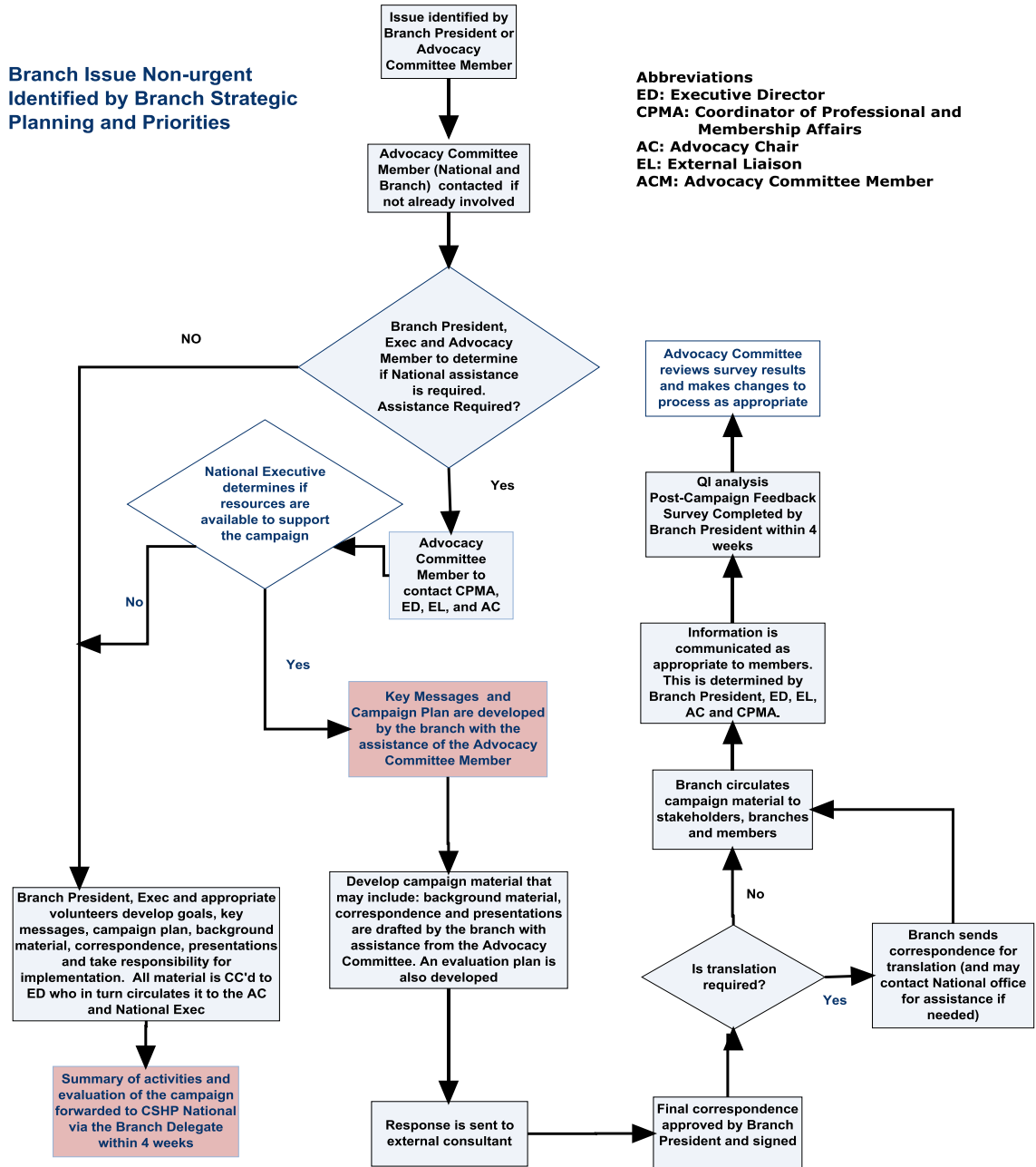
National Reactive Advocacy Issue



CSHP Board and Branch Reference Manual

Branch Proactive Advocacy Issue

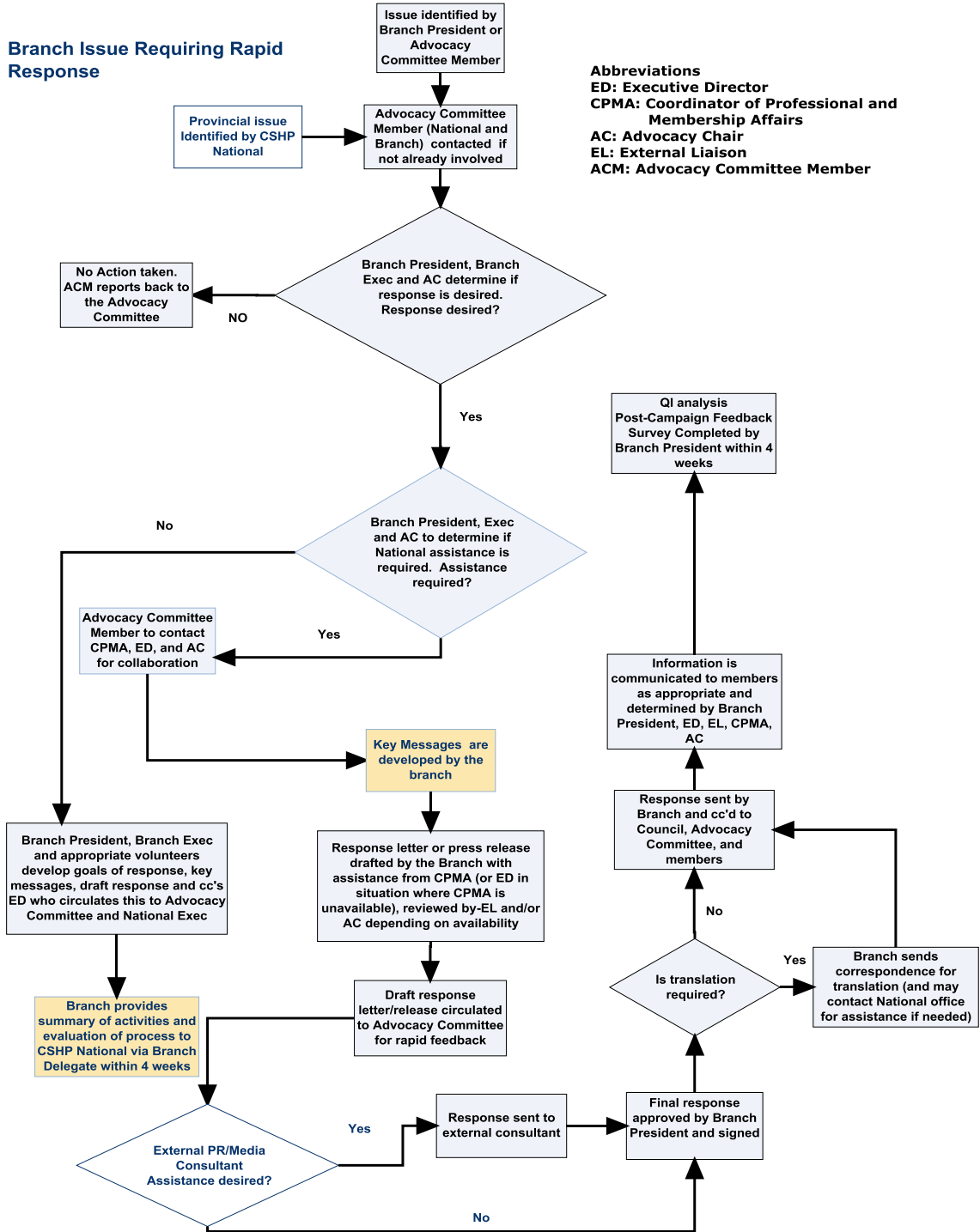
Branch Issue Non-urgent Identified by Branch Strategic Planning and Priorities



Abbreviations
 ED: Executive Director
 CPMA: Coordinator of Professional and Membership Affairs
 AC: Advocacy Chair
 EL: External Liaison
 ACM: Advocacy Committee Member

CSHP Board and Branch Reference Manual

Branch Reactive Advocacy Issue



CSHP Board and Branch Reference Manual

APPENDIX B: Advocacy Tutorials

The following provides links to free on-line advocacy tutorials that may serve as useful resources CSHP members in their application of advocacy efforts.

- The SPIN Project <http://spinproject.org/article.php?list=type&type=22>
 - Strategic Communications Planning
 - Identifying Your Target Audience
 - Developing Relationships with Reports
 - Writing for Communications
 - Online Communications
 - Broadcast Media and Spokesperson Skills
 - News Releases
 - Community Organizing and Strategic Communications
 - Working with PR Consultants

- Carleton University – Media Relations
<http://www2.carleton.ca/communications/our-services/media-relations/>
 - Interview Prep Form
 - Ten Things... When Responding to the Media
 - Ten Tips to Telling a Tale – What is a Good Media Story
 - Tips on Writing Op Eds
 - Ten Top Tips for Giving a Better Radio Interview
 - Ten Top Tips for Talking on Television
 - Ten Tips to Promote Your Book/Article on Radio

- Free Management Library – Public and Media Relations
http://www.managementhelp.org/pblc_rel/pblc_rel.htm
 - Managing your Public Image (Public Relations)
 - What's "Advertising, Marketing, Promotion, Public Relations and Publicity, and Sales?"
 - Some Major Methods of Advertising and Promotion (of products, services and company)
 - Public Relations – Wikipedia
 - About Public Relations
 - List of PR links
 - Online Public Relations
 - Managing Media Relations
 - Public Relations on the Web - Web Marketing Today Info Center Net Action Notes 20
 - Publicity Articles - how to write press releases and where to send press releases
 - Managing the Media
 - Lists of Samples of Press Releases, Product Announcements, etc.
 - The Importance Of Effective Communication In The Media
 - Additional “Managing Media” Information for Non-profits