KANE COMMUNICATIONS GROUP
inspire results

2

In January 2015, the Milwaukee County Behavioral Health Division engaged Kane Communications Group to develop recommendations for an employee communications program and a video with employees sharing the reasons they work for BHD.

Activities included:

- Employee survey
- Employee focus groups
- Employee visioning sessions

Deliverables included:

- Employee communications recommendation
- Employee video

In August 2015, the Milwaukee County Behavioral Health Division engaged Kane Communications Group to develop the employee communications program, manage ongoing communications including media explore opportunities to build its reputation in the community.

Deliverables include:

- Employee pulse-check surveys
- Redesign of employee newsletter including a content strategy aligned with BHD's goals, recruitment of new members to the news newsletter team and team training
- Media management and crisis management
- Pro-active media relations
- News releases
- Writing- newsletter content, employee memos, comprehensive message paper for the County Executive's office
- Employee communications program recommendations and activities including a buddy system for new hires, rounding program for executives, executive small group meetings with employees including designed invitations (Cake & Conversation)
- Holiday employee appreciation event including theme, written announcement, designed flyers and thank you video with leadership
- Updates to the Mental Health Board webpage, including the creation of a board-specific email address
- Press event that positioned DHHS and BHD as an important local voice in work to reduce heroin and opioid issues. Every local media outlet covered the event. As a result, more than 400 people attended a prevention event at the ICC in November
- Consistent social media posting and increased community engagement with our posts
- Community relations in the Uncas Avenue community surrounding concerns about the CBRF
- Development of an employee recruiting awareness campaign
- Work with Behavioral Health Prevention Coordinator to develop a five-part "Light and Unite" drug prevention campaign to engage communities across Milwaukee County in raising awareness about drug prevention. Five video news releases are being developed that will be made available to communities and to television stations across the state for use in public awareness efforts

Accomplishments

BHD's first roadmap for employee communications: This roadmap was created to increase information-sharing with our employees and deliver the information our employees really want. For example, when KCG spoke with our employees last year, they learned employees want more information about facilities updates, they want to know about planned changes well before they happen, they want to hear more about success stories and co-workers who are doing important work, they also want to hear from and see BHD leadership more. As result we have developed a few new programs:

- Cake & Conversation: This program launches this month. Every month, 12 employees will be selected randomly and invited to meet with BHD's administrator for a casual conversation over cake. Employees will receive invitations three weeks in advance that include a blank question card. They can use this card to submit an anonymous question or topic they would like to discuss.
- Rounding: This is something that happens regularly in hospitals, but it hasn't happened regularly at BHD. We have now begun regular rounding to connect with employees, hear what's on their minds and make sure they hear from us how important they are.

Employee Newsletter: Our quality team started an employee newsletter last year, KCG has worked with them to develop a new structure for this newsletter – using what's called a "Content Calendar" to plan the content for each newsletter three months in advance, produce the newsletter in a digital format so it can be easily read online and shared, it includes links, surveys and even quizzes.

Appreciation Event: In November, KCG developed an employee appreciation event and a video with leadership to help us show how much we appreciate employees. The event included a popcorn bar with popcorn and candy, and thank you notes our employees could share with their co-workers showing how much they appreciate those co-workers.

Communications planning: There have been a few times when leadership needed a true communications plan to manage a potentially difficult situation. When we pulled the RFP in October, we knew we needed to communicate this thoughtfully with our board, our employees, media and our partners. Kane Communications Group developed a roadmap for us and wrote the communications as our leadership team worked through the operational details around this decision. They have also provided media relations support before and after Mental Health Board meetings.

External Relations: The work KCG is doing on BHD's behalf is multi-faceted. This includes media relations, community relations and work to help our community understand the expertise at the Behavioral Health Division and the resources we provide around support, treatment and recovery.

- **Campaigns:**
    - **Heroin & Opiates:** Working with our CARS Division, KCG is raising awareness about key behavioral health issues. In November, our prevention coordinator had a large resource fair scheduled at the ICC around Heroin and Opiates, but was having a hard time getting registrations. Working with KCG, they developed a press event at Grand Avenue Mall with empty chairs showing the number of lives lost to addiction and speakers including DHHS Director Colon, Alderman Michael Murphy and a representative from the M-E's office. All the media in

KANE COMMUNICATIONS GROUP
inspire results

Milwaukee covered the event including a number of print publications. More than 400 people attended the resource fair.

- **National Drug & Alcohol Fact Week:** Working with CARS, the Milwaukee County Substance Abuse and Prevention Council, providers, nonprofits and local health departments around the county, KCG helped to develop a campaign to spread the message about prevention, support and recovery. They developed five Video News Releases highlighting the work our partners and providers do, and featuring BHD psychologists and psychiatrists as experts. These videos and fact sheets were shared hundreds of times on social media, public access stations around the state including Milwaukee's City Channel ran the videos on their stations. You can find them on the BHD website today.
- **Employee Recruiting Awareness Campaign:** Years of negative publicity combined with lack of brand awareness and increased market competition, have made it hard for BHD to recruit top level staff, especially into nursing and emergency service clinician positions. Kane Communications Group has developed an awareness campaign featuring our employees talking about why they chose careers in behavioral health, why they love working here and why people should join our BHD team. The campaign includes creative that positions employees as "Superheroes" and includes video, media relations, a branded web page and social media with the goal of having prospects come to BHD for an open house and recruiting fair. This was initially planned for February, but put on hold with the
- **Access Clinic**: KCG is working with CARS/ BMCW and our Access Points on a video to help staff and contract staff increase the number of people being served by BMCW. This video will be used by agencies to promote the program.

- **Media Relations:** In addition to responding to requests from media, Kane Communications Group is working with BHD to develop a proactive, fact-based media relations strategy. Examples of recent coverage: a front page story about long term care closure in the *Journal Sentinel*, the cover story of *BizTimes* in March 2016 about the transformation of our behavioral healthcare system, television news stories featuring our experts, a press conference about substance use with our prevention coordinator and stories in smaller local publications about everything substance use prevention to stigma.

- **BHD Website:** After meeting with a reporter who said, "It's very hard to find information on your website about the Mental Health Board and there's no way to contact them," Kane Communications Group recommended updates to the MHB webpage including photos and bios of each board member, re-writing the copy on the site to make it easier to understand, recommending an email address for the MHB and press releases and other updates as needed.

- **Provider Communications:** Similar to the employee newsletter, we have developed a provider newsletter to keep our providers in the loop about things happening at BHD, share successes, answer questions. This quarterly this newsletter will also feature a profile about a different provider. The first will go out in April.

- **Vision 2020:** As leadership at BHD prepared to present Vision 2020 to the Mental Health Board in February 2016, Kane Communications Group designed a visual Prezi presentation to guide the conversation and a separate one-page overview that can be used as a hand out.

KANE COMMUNICATIONS GROUP
inspire results

TRANSITION COMMUNICATIONS

Proactive work with BHD and new provider to develop a transition communications plan that includes internal employee communications, stakeholder relations, media relations.

Activities and deliverables (high level)

- Needs analysis, identification of roles and responsibilities
  - (Meeting with BHD and DHHS leadership, Provider leadership team)
- Plan development – including goals, objectives, strategies and tactics
- Communications Roadmap (outlining timing for all communications)
- Written and designed e-communications to employees, providers, stakeholders
- Transition communications binder for BHD leaders
  - Including all relevant leadership communications pieces, i.e.:
    - Key messages
    - Communications tone
    - Tabbed sections for all written communications, i.e. press releases, employee (see tool kit below), stakeholder, family, government, etc.
- Employee tool kits (which may include)
  - FAQ with key questions and answers
  - Background information about the new provider, bios, etc.
  - Calendar of upcoming employee meetings
  - Others - TBD
- Stakeholder management plan and communications
  - Meetings, collateral needed for meetings, invitations
- Ongoing media relations
  - **COST: $55,000.00**

BHD BRAND AND NEW LOGO DEVELOPMENT

As the Milwaukee Behavioral Health Division deepens relations with providers, stakeholders and customers, and builds community awareness around key issues, the organization has the opportunity be a leading, trusted voice in conversations about behavioral health.

Activities and deliverables:

- Brand development research and workshop
- Logo and style guide development
- Key message, purpose statement, tone and voice
- Creation of communications collateral
  - i.e. letter head, envelopes, brochure template, poster template, others TBD)
  - **COST: $35,000.00**

KANE COMMUNICATIONS GROUP
inspire results

BHD WEBSITE

The website is the front door for information about the Milwaukee County Behavioral Health Division, its programs, services, and crisis support. Today, BHD's website is not easy to navigate and content isn't up to date.

Activities and deliverables:

- Develop and deploy a frequently updated microsite dedicated to promoting the positive value and services of BHD.
    - Branded URL distinct from Milwaukee County web page.
    - Visuals, messaging and content marketing designed to promote positive image and appeal to community members, prospective employees, clients and media.
    - Shares key content to inform and guide site visitors as they seek information about the Behavioral Health Division.
    - Tells the story of the vision, mission, commitment and motivation of BHD employees for their role in helping heal their clients.
    - Leverages existing and continuing videos
    - **COST: $27,000.00**

PROVIDER DIRECTORY

Independent provider directory that enables BHD to maintain full administrative control over all data via a browser-based web interface, with ability to add, modify and manage provider profiles, ability to manage and approve Provider users and BHD users desiring access to the system to create, update or delete profiles. The system will be designed for Providers to self-manage their own profiles, with tools very similar to those currently existing for Wraparound.

Provider-users, once approved, will be able to login and create, update and delete their own profiles, only. Customer-users will be able to search and filters by criteria similar to those currently available for Wraparound. The BHD Provider Directory may be integrated with the BHD area of the Milwaukee County website, or as a linked site on Milwaukee County servers (similar to current Wraparound implementation). 2 hours of Train-the-Trainer training will be provided to BHD administrative staff.

Activities and deliverables include:

- Business analysis
- Environment set up
- Technical Design
- Visual design
- Director Development
- Launch and training with BHD users, coordinated with IMSD
    - **COST: $65,000.00**

KANE COMMUNICATIONS GROUP
inspire results

ONGOING INTERNAL AND EXTERNAL COMMUNICATIONS

Kane Communications Group has developed strategic communications plans guiding internal and external communications.

Activities and Deliverables include:

- Continued implementation of internal and external communications
- Content guidance and development for monthly employee newsletter
- Development and execution of a quarterly provider newsletter
- Strategic and responsive media relations
- Campaign development and execution around key BHD initiatives (Mental Health Wellness Week, Substance Use Prevention Week, etc.)
- Video production for internal and external initiatives
- Design for brochures, PowerPoint presentations, etc.
- Ongoing website updates
- Ongoing social media updates
- Leadership communications
- Mental Health Board communications as needed / envisioned
- Partnership and stakeholder relationship development to strengthen relations and build community awareness about BHD's leadership voice in behavioral health

- **$248,000.00**

PROGRAM		COST
TRANSITION COMMUNICATIONS		$55,000.00
BRAND AND LOGO		$35,000.00
WEBSITE		$27,000.00
PROVIDER DIRECTORY		$65,000.00
ONGOING COMMUNICATIONS / 18 MONTHS		$248,000.00
	TOTAL	**$430,000.00**

KANE COMMUNICATIONS GROUP
inspire results

Kane Communications Group

We believe information, shared intelligently, transforms thought and action. We believe this because we've helped it happen over and over again. Kane Communications Group is a strategic communications agency that partners with our clients to inspire results. We seek to deeply understand our clients' business and organizational needs first, identify their customers' needs and then design customized brand, marketing, communications, advertising and digital experiences that create extraordinary relationships.

Kane Communications Group represents senior-level expertise for brand, public and community relations, video production, social media, digital marketing, visual and technical design, and event and experience design. Each member of our team puts his / her expertise to work on every project. We do more than come up with the big ideas – we bring them to life.

- **President / CEO** - Kimberly Kane
    - Experience includes public, community, government relations, internal and employee engagement programs, crisis communications, research. Award winning healthcare journalist.
- **Account Manager:** Jean Radtke
    - Expertise in agency and client management, marketing strategy and planning, primarily in the building/energy, healthcare, financial services, mining and consumer packaged goods.
- **Interactive/Website & Database Manager**: Bill Finn
    - Enterprise digital strategy: B2B, brand, communications, marketing, engagement, mobile, commerce. Award-winning, global business experience, guest lecturer and presenter.
- **Social Media/Web Strategist:** Jamey Shiels
    - Digital, social and Marketing strategy, experience includes digital media strategy and implementation, brand strategy and planning, eBusiness, new marketing techniques, social media and program development, UWM instructor.
- **Overall Strategic Creative Director:** Charlie Radtke
    - Experience in the graphic arts and their application, beginning as a freelance illustrator, Art Director, TV and Radio Scriptwriter and as talent.
- **Designer:** Brianna Johnson
    - Experience includes global brand development, website design, corporate presentations, marketing collateral, award winning design.
- **Video Strategy / Production:** Davidson Kane
    - Video production and development experience including major television networks, major brands, event production, nonprofit positioning videos, commercials and as talent.
- **Community Outreach Manager -** Katy Glodosky
    - Experiential marketing campaigns, account management, special events and series production, fundraising campaigns, communications strategy, public relations and internal communications.

BHD is requesting approval for the following contracts in the amounts listed below.

Kane Communications *$50,000 increase*

An amendment to the Kane Communications contract active from August 1, 2016-July 1, 2016. The original contract amount was for $89,000 and BHD is requesting an increase of $50,000 to $139,000. This will be used to provide day-to-day continued media relations as well as employee and provider newsletters. The funds will also provide programming during May- Mental Health Awareness month. This will include branding our web page, updating the webpage with employment opportunities, recruitment videos about psych and crisis nursing, an article in the state nursing magazine (Nursing Matters), advertising campaign on radio and in billboards, social media campaign, and an open house at the end of the month.

Kane Communications (after current contract expires) *$405,000*

Kane Communications current contract is set to expire July 1, 2016. BHD is requesting a new contract effective July 1, 2016-December 31, 2017 in the amount of $405,000. Please see attached scope of work statement for details.

Community Support Program Amendment *No Net Impact*

In 2014, community support program (CSP) providers were given an increase in funding to expand their capacity. To date, Outreach Community Health Center (OCHC) has not increased enrollment to the 135 individual clients served as listed in their contract. Milwaukee Mental Health Associates (MMHA) has been identified as a provider that has reached their current contractual obligation with regards to CSP capacity and has immediate ability to increase caseloads. BHD is requesting MMHA's CSP purchase of service contract be increase by $63,275 for a total of $949,122 and a reduction in OCHC's contract amount of $63,275 for an amended total of $606,307. This action will also increase the estimated Medicaid revenue and payments to MMHA by $69,817 for a new total of $1,356,791.

Locum Tenens.com, LLC *$176,800 increase*

LocumTenens.com, LLC provides temporary psychiatric services on acute inpatient units. BHD is requesting a $176,800 increase to the contract for a new total of $571,750.

Fiscal Impact

The fiscal impacts of the individual contracts are listed below. All contracts will be absorbed into BHD's budget and do not require additional tax levy.

Vendor	Date	Original Amount	New Amount	Increase
Kane Communications	8/1/2015 - 7/1/2016	$89,000	$50,000	$139,000
Kane Communications	7/1/2016-12/31/2017	New	$405,000	$405,000
Community Support Medicaid Payments	FY 2016	$1,286,974	$1,356,791	$69,817
Locum Tenens, LLC	FY 2016	$394,950	$571,750	$176,800
Total Increase				**$790,617**

BHD is requesting changes to psychiatrists' benefit package to retain and attract psychiatrists during a national shortage. The estimates below are for acute adult inpatient psychiatrists only.

Item	Estimated 2016 Impact
Increase base salary to $250,000	$72,971
$25,000 annual retention bonus	$80,000
Extra week of vacation for new hires	$30,000
Continuing Education	$8,000
Psychiatric Association membership	$6,400
DEA registration and renewal	$1,706
up to $15,000 relocation reimbursement	$60,000
Total	**$259,077**