

fiscal
2021-2022 **Q3**
Third quarter ended Dec. 31, 2021

KHSC **this** quarter



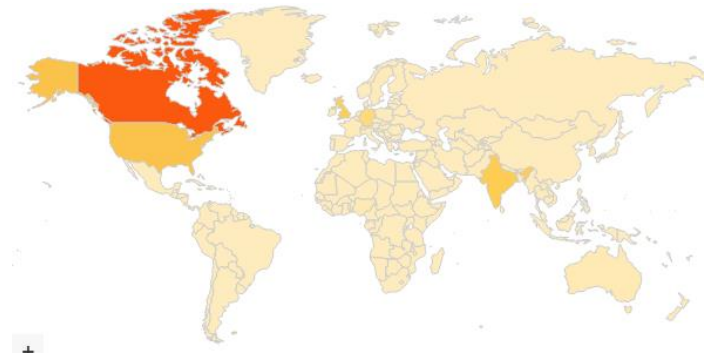
Media Report

MEDIA OVERVIEW

The data compiled for this report was collected between **October 1 and December 31, 2021**. During Q3, **KHSC was mentioned in 1,408 stories** that were tracked across local, provincial, national and international media. As a result of increased media activity related to the COVID-19 pandemic for the third straight quarter, this is well above our pre-pandemic average of 200-300 media stories per-quarter.

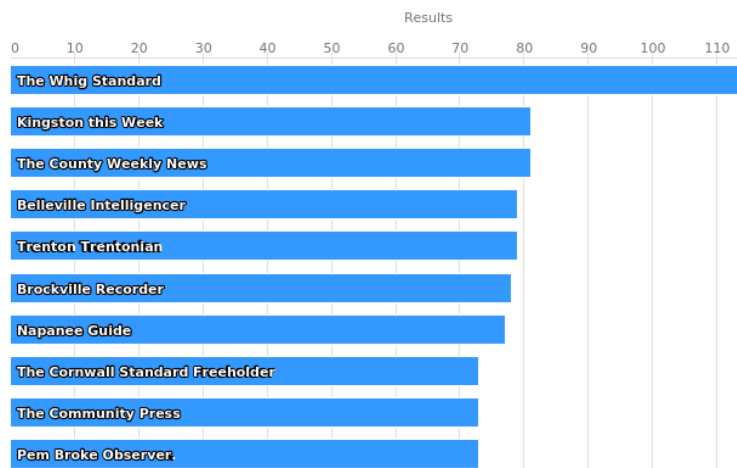
Breadth of news coverage

Eighty-four per cent of our media mentions were from Canadian news outlets in Q3. We also appeared 209 times in stories published by news outlets in the **United States**. Other international appearances include 41 stories in **India**, 21 in the **United Kingdom**, 13 in **Germany**, two in **Belgium**, two in **Australia** and one in **Sweden**.



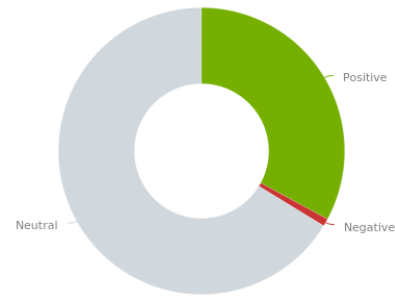
Top news sources

While international media coverage is valuable, our efforts continue to focus on news coverage for the communities we serve. As you can see below, our top news sources this quarter, as determined by the total number of KHSC-specific stories they produced, include our local media partners – (all of our top publishers this quarter are members of the Postmedia Network and republish stories from the Whig-Standard/Kingston This Week).



Tone of news coverage

Of the approximately 1,408 stories that appeared in the media this quarter, **99 per cent were positive or neutral** in tone, and **0.9 per cent was negative**. The one negative story this quarter was a first-hand account from one of our ICU physicians about his experience through the fourth wave of the pandemic saying that ‘morale in the ICU had never been lower.’



Value of news coverage

According to our media-monitoring platform, Meltwater, KHSC’s traditional media efforts in Q3 are estimated to be worth over **\$22.2 million**. Generally, this value is calculated using an algorithm created by our media monitoring software, which considers the total number of individuals who were exposed to our news coverage. This marks the third consecutive quarter in which the value of our media relations efforts have shown significant increases. Traditionally this number would hover anywhere between 1-2 million. Considering that 32.9 per cent of our media coverage this quarter was positive in tone, our traditional media activities generated **\$7.3 million worth of positive profile** for KHSC in Q3.

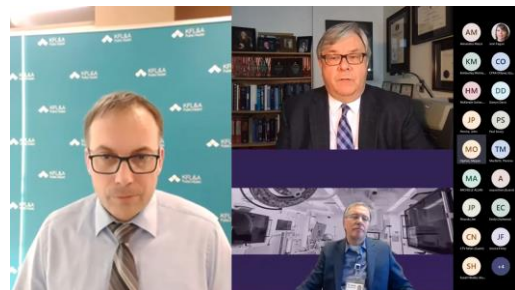
There are a number of media highlights to share this quarter. They have been broken down into three categories – earned media (below), contentious issues management (pg.4), and other mentions in the media (pg.5).

EARNED MEDIA

Earned media refers to publicity gained through deliberate efforts by KHSC’s department of Strategy Management and Communications (SMC). Earned media may be garnered through such venues as media releases, social media posts, information bulletins, media advisories or media events. Highlights of our stories this quarter include:

KHSC, local Public Health units issue open letter to the community

In November, as Omicron fueled COVID-19 cases began to rise quickly in the community, KHSC along with our partners at KFL&A Public Health, Hastings Prince Edward Public Health and the Leeds Grenville and Lanark District Health Unit issued an open letter to the communities of southeastern Ontario asking for the public’s help in slowing the spread of COVID-19 to protect our local hospitals. At that time, KHSC had the highest number of COVID hospitalizations in the province and was facing unprecedented non-COVID patient volumes. Dr. Pichora and Dr. Evans also participated in a joint KHSC/Public Health media conference via ZOOM, which was attended by both local and national media outlets. The press conference was an early warning of the coming Omicron spike in cases for communities across the country and was live-streamed on the CBC News Network. This was by far the largest earned media activity undertaken in Q3.



Hybrid Operating Suite opens at KHSC

In early November, KHSC unveiled its new \$2.8 million hybrid operating room at the KGH site. The space is allowing KHSC teams to advance minimally-invasive endovascular procedures in Kingston by combining state-of-the-art imaging technology with an OR equipped to perform traditional surgeries. One of the many benefits of this new room is that more complex care will be delivered closer to home for KHSC patients.



Specifically, advanced endovascular procedures to repair weak areas and blockages. KHSC received much positive media feedback as a result of our announcement with stories appearing in the local media. The SMC team also produced a short video tour of the OR which was well received on social media.

KHSC is the Canadian leader in robotic cancer surgery

During Q3, KHSC was able to demonstrate national leadership in robotic surgical procedures announcing that we had become the highest volume robotic colorectal surgical program in the country. Since it was officially launched in 2018, the A.B. Smith QC Robotics program at Kingston Health Sciences Centre (KHSC) now regularly completes between 80-110 robotic cases a year for individuals with rectal cancer, double the number performed in larger cities across Canada.



About 90-95 per cent of KHSC's rectal cancer procedures are completed using minimally invasive robotic techniques, which result in better outcomes and quicker recovery. KHSC received significant attention through both traditional and social media channels and also had stories appear in specific health care related publications, garnering positive attention amongst a wide variety of audiences.

Santa Claus visits pediatric patients

KHSC once again partnered with members of the Canadian Armed Forces this holiday season to bring smiles to the faces of our youngest patients as part of Operation HO HO HO. Santa arrived in grand style on a CH146 Griffon helicopter from the 438 Tactical Helicopter Squadron in St-Hubert, Quebec. Aided by volunteer elves from 1 Wing Headquarters here in Kingston, he delivered gifts of cuddly teddy bears to a group of delighted kids receiving care at the KGH site.



The SMC team invited members of the media to attend the helipad for the landing to take pictures with Santa and CAF representatives. We also provided photos from visits inside the hospital, with patient permission, to the media to include in their stories. The visit appeared in a number of news outlets including CTV Ottawa, the Canadian Press, the Whig Standard, Global News and the Kingstonist. We also received much positive feedback on social media.

KHSC partners to bring ultrasound to Street Health

In October Kingston Health Sciences Centre announced its partnership with the Street Health Centre (SHC) and the University Hospitals Kingston Foundation (UHKF) to bring innovative ultrasound services where it is needed most for vulnerable populations in Kingston. SHC provides care to vulnerable populations by operating low-threshold, barrier-free access to primary care and addiction services for those who are homeless or precariously housed, may have been incarcerated, and may be affected by or at risk of acquiring Hepatitis C. SHC's Hepatitis C program is one of 20 provincially funded teams in Ontario providing access to education, testing and treatment for individuals who have difficulty accessing mainstream healthcare services. KHSC partnered with the Street Health Centre to deliver the ultrasound imaging at its Barrack Street site rather than at the hospital. This innovative collaboration will bring care to the patient's location for the best outcome and best use of resources. We received much positive reaction to this announcement, with stories appearing across all local media outlets.



Other proactive media efforts which involved KHSC and received media attention during Q3:

- **KHSC encourages patients to use mobile screening tool**
- **Teddy Bear Auxiliary fundraiser**
- **KHSC extends testing hours at Beechgrove**
- **Neurosurgeon named to Canada's Top 40 under 40**
- **New satellite clinic for patients with suspected lung cancer opens in Napanee**

ISSUES AND REACTIVE MEDIA

A key function of the Strategy Management and Communications (SMC) Department, issues management is the practice of monitoring the reputation of the hospital, addressing concerns and providing strategic advice for contentious stories that may appear in the media.

COVID-19 Pandemic response

As Kingston was the early epicentre of the Omicron outbreak in Canada, KHSC received much media attention as a result of rising hospitalizations and growing community spread. As a result the SMC team managed a number of contentious issues resulting from COVID-19 including:

- **Restricted Family Presence Policy:** During Q3, KHSC's Incident Command group altered the organizations Family Presence Policy two times as each subsequent decision aimed to more tightly control access to our two hospital sites as COVID cases steadily rose before the holidays. KHSC communicated these changes openly and transparently to both our staff and the general public. As a result of our messaging and approach, we received very little negative feedback in the media/social media.
- **COVID Outbreaks:** As cases rose in the region KHSC declared a number of COVID outbreaks at our KGH site. In keeping with our approach throughout the pandemic, the SMC team communicated these outbreaks with transparency, reporting on the location of the outbreak and the number of total staff/patients

impacted. These communications received steady and ongoing interest from the media and on social media.

- **Provincial changes to testing criteria:** At the end of Q3, the Province announced that it would be changing the criteria for PCR testing, which is offered locally through our Beechgrove Assessment Centre. At the time, this announcement resulted in significant operational changes as KHSC had increased PCR assessment resources and hours as community cases had reached an all-time high. Working with the Assessment Centre team, KHSC was able to quickly communicate changes to eligibility criteria through the media to our local community. Following our communication efforts, AC staff noticed an appreciable change in the number of ineligible individuals attempting to book tests at the Assessment Centre.
- **Staff terminations as a result of vaccine policy non-compliance:** In December, KHSC received a media request asking if we had officially terminated individuals who remained in non-compliance with our COVID vaccination policy. After providing these individuals with opportunity to review their decisions and work through any exemption requests, KHSC confirmed to Global News that we did indeed terminate 31 individuals as a result of non-compliance. A number of local and national media outlets followed up on this news story and as a result of key messaging and thoughtful HR processes, we received a significant amount of support from the community for this decision. We did of course hear from those opposed to the decision, however this was a minority of our feedback on social media.

Queen's University Homecoming celebrations

For the past several years, as the number of people attending Queen's Homecoming celebrations have steadily risen once again and the SMC team has supported our ED and UCC teams by communicating alternate options/locations for care to the public for less serious concerns over the course of the weekend. However, with COVID cases growing in our community and exceptionally high patient volumes within the hospital (both as inpatient and in the ED) the SMC team led the organization's public approach in appealing directly to individuals who were planning to attend the unsanctioned event, asking them to reconsider. While this approach didn't resonate with students (as expected) it did raise the awareness amongst our partners at EMS, Police, City of Kingston and Queen's University of the difficult impact these events have on the hospitals. As a result we have already seen our partners propose alternative actions through their organizations to mitigate impact on hospital operations. For example, this St. Patrick's Day, Queens has dispatched first aid volunteers to the event to support those with more minor health care needs as a method to redirect less acute patients from the hospital.

Code Brown

Adding to the complexity of homecoming weekend, on the Saturday morning KHSC declared a Code Brown at both of our KGH and HDH sites as a result of significant rainfall. A number of areas across both hospital sites experienced flooding and subsequent water damage that required clean up and remediation. Members of the SMC arrived onsite to manage communications activities to provide real-time information to our stakeholders both internally and externally as part of KHSC's Incident Command structure.

OTHER MEDIA OF NOTE

KHSC was mentioned in the following highlighted stories in Q3. While these were not initiated through specific earned media activities.

COVID-19 reporting: While there are no specific stories to highlight in this section, we will note that during Q3 KHSC responded to hundreds of media inquiries about COVID-19 as Kingston became an early epicentre of the Omicron variant. The SMC team regularly responded to multiple requests per day for data, including hospitalization numbers, information about staffing shortages, vaccination policies as well as requests for medical experts to appear in both print and broadcast.

KHSC COMMUNICATION CHANNELS

Unlike our traditional media efforts, which require the SMC team to work with news outlets to share our stories, our own communication channels present KHSC with a space to interact directly with our community.

Social Media Performance in Q3

In Q3, Strategy Management and Communications continued to provide visually engaging storytelling experiences for KHSC's social media audiences by being people-focussed and creating a human connection between the organization and the communities it serves.

By developing content with which our followers connect, such as photo essays, this strategy has the goal of building relationships and increasing engagement. It also aligns with how audiences today prefer to consume information. In addition to focussing on engagement, impressions and reach are helping KHSC increase its brand awareness.


Social Platform	KHSC Engagement Rate	Industry "leading" engagement rates	Met target?
Facebook	5 per cent	3.5 to 6 per cent	Yes
Instagram	7 per cent	3.5 to 6 per cent	Yes
Twitter	2 per cent	1 per cent	Yes

FACEBOOK


During Q3, our KHSC account saw steady growth and engagement with a total of **9,352** followers. Our posts this quarter had a reach of **167,355**, which is nearly 50,000 greater than the previous quarter. Reach is measured by the number of 'unique' people who have seen a post.

Top 5 Facebook posts

1. Where to go for care

Reach	Engagements	Engagement Rate
57,100	9,300	16%
 <p>With unprecedented patient volumes in the Emergency Department (ED) at KGH and the Urgent Care Centre (UCC) at Hotel Dieu, KHSC is asking the community for support to ensure we can continue to deliver timely and appropriate care for those that need it most.</p> <p>To ensure that our teams can continue to provide the highest-level of care to the sickest individuals in our region, KHSC asks that people with less-serious illness or injuries seek medical attention in the appropriate place so that the sickest can continue to be seen quickly in the ED and UCC.</p>		

2. Santa and CAF visit KHSC

Reach	Engagements	Engagement Rate
29,800	5000	5%
 <p>With the help of his friends in the Royal Canadian Air Force and Canadian Armed Forces Santa Claus paid an early visit to Kingston Health Sciences Centre's (KHSC) today to deliver some Christmas cheer to the youngest patients in our region.</p> <p>Santa arrived in grand style on a CH146 Griffon helicopter from the 438 Tactical Helicopter Squadron in St-Hubert, Quebec. Aided by volunteer elves from 1 Wing Headquarters here in Kingston, he delivered gifts of cuddly teddy bears to a group of delighted kids receiving care at the KGH site.</p>		

3. Post: **Pap Party comes to SE Ontario for Cancer Screening**

Reach	Engagements	Engagement Rate
28,000	1,566	5.6%

4. Post: **Construction underway on new Breast Imaging Kingston**

Reach	Engagements	Engagement Rate
25,800	3,900	15%

5. Post: **Queen's Homecoming: Where to go for emergency care**

Reach	Engagements	Engagement Rate
24,800	2,700	11%

TWITTER

The posts on the @KingstonHSC Twitter account earned approximately **692,000** impressions this quarter. Total impressions are measured by the number of times a tweet appears in users' timelines. The corporate twitter account also added approximately **346** new followers in Q3 for a total of **7,427**.

Top 5 Twitter posts

1. Post: **KHSC asks community to reconsider attending unsanctioned Homecoming events**

Impressions	Engagements	Engagement Rate
87,583	2,362	2.7%

2. Post: **KHSC announces increased hours for PCR testing**

Impressions	Engagements	Engagement Rate
43,172	524	1.2%

3. Post: **KHSC announces pop up testing at Beechgrove**

Impressions	Engagements	Engagement Rate
41,342	518	1.3%

4. Post: **KHSC asks community to reconsider attending second homecoming weekend**

Impressions	Engagements	Engagement Rate
34,278	1,105	3.2%

5. Post: **KHSC and Public Health release joint letter to community**

Impressions	Engagements	Engagement Rate
27,588	1,170	4.2%

INSTAGRAM

Our Instagram account continues to feature mainly our People of KHSC profiles that celebrate individuals across KHSC who capture the spirit of caring deeply for patients, families and each other. In Q3, our audience increased steadily for a total of **2,145** followers.

Top Instagram posts by engagement rate

1. Post: **People of KHSC: Andrea Keller**

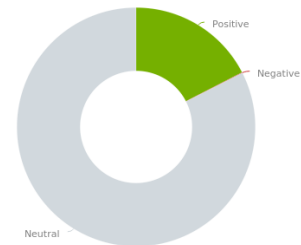
Reach	Engagements	Engagement Rate
1,730	141	8%

2. Post: **People of KHSC: Sarah Moore-Vasram**

Reach	Engagements	Engagement Rate
1,207	71	6%

Tone of Social Media Mentions

When monitoring the tone of the conversations that mention KHSC on social media, we received a very small number of negative comments (**0.1 per cent**). The majority of our mentions, **99.9 per cent**, were either positive or neutral in tone. This is a considerable achievement and is an informal indication of the positive reputation the organization has amongst the communities it serves.



OTHER SOCIAL MEDIA ACCOUNTS

KHSC continues to see regular use of YouTube and LinkedIn channels, with all showing modest growth in Q3. Our following on LinkedIn has grown to approximately **10,087** and we now have over **301** YouTube subscribers. LinkedIn also continues to allow us to connect with a unique audience of talented individuals who may be interested in working at KHSC.

Corporate Website Performance in Q3

During Q3, the KHSC corporate external website had just under **211,000 visitors** who generated just over **708,000 total page views**. Of those, just over **144,000 viewed the home page** of the site. The next most popular pages were about the COVID-19 assessment centre and testing with a total of more than **216,339 page views**. Rounding out the top five pages for page views was the external career opportunities section with just under **19,000 page views**. The news item that received the most number of page views at **885** was the joint media release from Dr. David Pichora and the medical officers of health which was outlined above.