

Developing a Health Communication Campaign

Sample Step One Project Management Worksheets



at the Centre for Health Promotion
University of Toronto

Below are some examples of plans for developing a health communication campaign. The format is based on THCU's Step One, project management worksheets, found in our *Overview of Health Communication Campaigns* workbook. The only difference between these examples and the templates found in the workbook are that they do not include space for required resources or individual stakeholder tasks. Both follow THCU's 12-step process to developing a campaign.

We have developed two different plans. One is based on a scenario where you have plenty of time and resources – the Cadillac plan. It assumes that you intend to conduct a thorough, evidence-based audience analysis, and develop your campaign messages and materials from scratch, based on that audience analysis. This is our most rigorous method for developing a campaign. The benefit of this rigor is an increased chance of reaching and having an impact on your audience. Overall the Cadillac plan requires approximately 345 hours of work by a campaign coordinator (plus time of other stakeholders and project team members) over 29-47 weeks. This includes 9 half-day meetings and 1 full-day meeting. Seems like a lot? That's why it's the Cadillac! Creating an effective health communication campaign from scratch is a large undertaking.

The other is based on a scenario where you have limited time and resources – the Ford plan. It assumes that you intend to use existing campaign materials. It is, in our opinion, the minimum amount of effort required to implement a campaign with the potential to achieve the change you desire. Overall the Ford plan requires approximately 100 hours of work by a campaign coordinator (plus time of other stakeholders and project team members) over 10-15 weeks. This includes 3 half-day meetings and 1 full-day meeting.

The two scenarios can be mixed and matched as required.

We have broken down each of our 12 steps into numerous sub-steps for action, though we recognize that we have likely missed some tasks that will apply to your situation. Please adapt these examples as appropriate for your campaign.

For each of the Ford and Cadillac scenarios we have created two project management tables. One sorted by timing, or the order in which the steps are done and another sorted by steps.

Note: The WORD versions of these tables (not the pdf versions) can be sorted. This means that you can switch between viewing the plan by step and by timing, to facilitate planning. If you wish to sort the table yourself, click the 'cross' in the upper left-hand corner of the table (it will appear when you roll over the table with the mouse), to highlight the entire table. Then select sort from the 'table' pull-down menu. You can then choose how to sort the table (i.e. by either steps or timing). Be sure to specify that you want to sort steps by number (rather than by text). The timing column is coded with letters to facilitate sorting.

PDF and WORD versions of these tables are available on our website at <http://www.thcu.ca/infoandresources/Step%201%20Health%20Communication%20Project%20Management.htm> (Go to www.thcu.ca, click information and resources, click health communication, click THCU's 12 step process, click Step One, Project Management).

Scenario A: Plenty of Resources (Cadillac)

Sorted by Timing

Step number	Timing	Description	Time required
	A – Before Meeting 1	Before Meeting 1 – Project management and logic model background	~ 2 – 3 weeks
1	A – Before Meeting 1	Review THCU 'Overview of Health Communication Campaigns' workbook (all team to do separately).	3 (per person)
1	A – Before Meeting 1	Fill in project management (step one) worksheet using THCU examples as a reference and send to core stakeholders for review. Update according to feedback. Try to think in terms of at least one year, ideally 2-3 years.	4
1	A – Before Meeting 1	Draft decision-making process for the project, including stakeholders that must be consulted, stakeholders who have veto power (e.g. managers), percentage team agreement that is required for decisions to be made, etc. Refer to stakeholder involvement wheel in THCU planning workbook for ideas. Circulate to stakeholders for review. Adapt according to feedback (feedback may include addition of stakeholders who may then need to see draft decision-making process and project management worksheet).	5
2	A – Before Meeting 1	Pull together any necessary background information for development of logic model of your health promotion strategy (or get existing logic model). Note: if you do not already have an overall strategy, refer to THCU's Planning workbook.	3
	B – Meeting 1	Meeting 1 – Logic model development and audience identification	½ day
1	B – Meeting 1	Get team approval on project management worksheet (be sure to review stakeholder wheel as a group).	.5
1	B – Meeting 1	Get team approval on decision-making process (be sure to review stakeholder wheel as a group) .	.5
2	B – Meeting 1	Using a group process (post-it notes, etc.) develop logic model outlining your existing health promotion strategy (or review existing logic model).	2
2	B – Meeting 1	Determine intended audience(s) and topic for communication campaign.	.5
	C – Before Meeting 2	Before Meeting 2 – Audience analysis and existing opportunities.	~ 2 – 4 weeks
3	C – Before Meeting 2	Pull together existing audience analysis background information (e.g. literature, previous focus group results, etc.) into an audience profile and send to stakeholders for review. Update according to any additional information sources they point out.	12
8	C – Before Meeting 2	Start collecting materials from other campaigns done on same topic (and background information on how they developed and any evaluation).	6
2	C – Before Meeting 2	Type up logic model and circulate to stakeholders for review. Update according to feedback received.	6
4	C – Before Meeting 2	Compile list of existing opportunities (events, 'months', other campaigns, etc.) and circulate to stakeholders so they can add their own ideas. Update according to feedback received.	7
4	C – Before Meeting 2	Compile list (or use existing list already compiled by your organization) of existing communication resources (e.g. relationships with local media, pre-bought radio time, etc.) and send out to stakeholders for review/additions. Updated according to feedback received.	4
9	C – Before Meeting 2	Collect sample identities from other campaigns/projects.	2

Step number	Timing	Description	Time required
	D – Meeting 2	Meeting 2 – Audience analysis	½ day
3	D – Meeting 2	Review audience analysis profile with team. Identify information gaps that need to be filled and discuss how information will be gathered (i.e. qualitative and/or quantitative). Narrow the audience if it is too broad to reach effectively.	1.5
2	D – Meeting 2	Finalize logic model with team.	.5
4	D – Meeting 2	Finalize list of existing opportunities with team.	.5
4	D – Meeting 2	Finalize list of existing communication resources with team.	.5
1	D – Meeting 2	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
	E – Before Meeting 3	Before Meeting 3 – Audience analysis data collection	~ 6-12 weeks
8	E – Before Meeting 3	Continue to collect materials from other campaigns done on same topic.	1.5
3	E – Before Meeting 3	Draft tools and protocols for collecting missing audience analysis information and circulate to stakeholders for review. Update according to feedback.	14
3	E – Before Meeting 3	Review tools and protocols for collecting audience analysis information with experts (e.g. PHRED staff, THCU consultants).	2
3	E – Before Meeting 3	Finalize audience analysis data collection tools and protocols via teleconference.	3
3	E – Before Meeting 3	Collect audience analysis data. Integrate data into audience analysis profile. Circulate to stakeholders for review. Make adjustments/edits according to feedback.	35
	F – Meeting 3	Meeting 3 – Objective development	1/2 day
3	F – Meeting 3	Finalize audience analysis profile.	1
5	F – Meeting 3	Have group discussion about project directions (for purpose of developing objectives) based on audience analysis.	1
5	F – Meeting 3	Draft objectives. Refer to examples on THCU's menu of objectives and THCU sample campaign scenarios and your own project logic model.	1
1	F – Meeting 3	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
	G – Before Meeting 4	Before Meeting 4 – Objective refinement	~ 2-3 weeks
5	G – Before Meeting 4	Type up objectives based on discussion at meeting three and send to stakeholders for review. Update according to feedback.	3
5	G – Before Meeting 4	Review objectives with planning and evaluation experts (e.g. THCU consultants or PHRED staff). Update according to feedback.	2

Step number	Timing	Description	Time required
	H- Meeting 4	Meeting 4-Channel/vehicle selection and sequencing	½ day
5	H- Meeting 4	Finalize campaign objectives.	1
6	H- Meeting 4	Brainstorm list of channels and vehicles using examples in THCU's workbook and THCU sample campaign scenarios. Prioritize them according to audience analysis profile, cost, reach, ease of use, etc., and choose.	1
7	H- Meeting 4	Identify existing opportunities (identified prior to meeting 2, step 4) on a timeline. Then place activities planned for this campaign on the timeline. Sequence and combine based on best use of resources and economies of effort.	1
1	H- Meeting 4	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
	I – Before Meeting 5	Before Meeting 5 - Sequencing	~ 1-2 weeks
7	I – Before Meeting 5	Type up campaign sequence, describing vehicles and channels (or use THCU's interactive workbook to develop a timeline – www.thcu.ca). Send to stakeholders for review. Update according to feedback.	3
8	I – Before Meeting 5	Finish collecting materials from other campaigns done on same topic.	2
9	I – Before Meeting 5	Finish collecting sample identities from other campaigns/projects.	1
	J – Meeting 5	Meeting 5 – Message and identity strategy development	1 day
7	J – Meeting 5	Finalize campaign vehicles and channels and sequence with team.	.5
8	J – Meeting 5	Identify message strategy and approach for new materials. Complete step 8 worksheet.	3
8	J – Meeting 5	Critique and rank existing materials using THCU's step 8 message review tool. Select final choices and determine what adjustments are needed (or rule out use of any existing materials).	1.5
9	J – Meeting 5	Complete step 9 identity worksheet.	1.0
9	J – Meeting 5	Review existing identity (if it exists) to determine if it is adequate. If you want to revise your identity or create a new one, look at sample identities of other groups for ideas.	.5
1	J – Meeting 5	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
	K – Before Meeting 6	Before Meeting 6 - Production	~ 2-3 weeks
10	K – Before Meeting 6	Draft creative brief for development of new identity (based on step 9 worksheet). Circulate draft to stakeholders for review. Update according to feedback received.	7
10	K – Before Meeting 6	Draft creative brief for development of new campaign materials (based on step 8 worksheet). Circulate draft to stakeholders for review. Update according to feedback received.	7

Step number	Timing	Description	Time required
10	K – Before Meeting 6	Draft RFP(s) to develop new identity and campaign materials. Circulate draft to stakeholders for review. Update according to feedback received.	7
10	K – Before Meeting 6	Identify possible suppliers and ideas on where to post RFP and draft method of selection of suppliers. Circulate ideas to stakeholders for review. Update according to feedback received.	10
	L – Meeting 6	Meeting 6 – Message and identity development	½ day
10	L – Meeting 6	Finalize creative brief for identity.	.5
10	L – Meeting 6	Brainstorm ideas about draft identity pre-testing tool and protocol.	.5
10	L – Meeting 6	Finalize creative brief for campaign materials,.	.5
10	L – Meeting 6	Finalize RFP, list of possible suppliers, plan for where to post RFP and supplier selection process.	.5
10	L – Meeting 6	Brainstorm ideas about draft campaign material pre-testing tool and protocol.	.5
12	L – Meeting 6	Brainstorm ideas about campaign outcome evaluation plan.	.5
1	L – Meeting 6	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
	M – Before Meeting 7	Before Meeting 7 – Pre-testing tools and protocols	~ 6-8 weeks
10	M – Before Meeting 7	Draft pre-testing tool and protocol for draft identity designs. Send to team and experts for review. Update according to feedback received.	10
10	M – Before Meeting 7	Work with suppliers to get draft identity designs. Circulate to stakeholders for review.	5
10	M – Before Meeting 7	Post RFP, review responses according set criteria and select suppliers (probably need a teleconference to review options with team and other stakeholders). Write up contracts and get them signed by appropriate people.	10
10	M – Before Meeting 7	Work with suppliers to get draft campaign materials. Circulate to stakeholders for review.	5
10	M – Before Meeting 7	Draft campaign material pre-testing tool and protocol. Circulate to stakeholders and experts for review. Update according to feedback received.	10
12	M – Before Meeting 7	Type out outcome evaluation plan and draft tools. Send to stakeholders and experts for review. Update according to feedback received.	35
	N – Meeting 7	Meeting 7 – Preliminary design feedback and pre-testing plan	½ day
10	N – Meeting 7	Review draft identity designs. Collect team feedback for designers.	.5
10	N – Meeting 7	Finalize draft identity design pre-testing tool and protocol.	.5
10	N –	Review draft campaign materials. Collect team feedback for designers.	.5

Step number	Timing	Description	Time required
	Meeting 7		
10	N – Meeting 7	Finalize pre-testing tool and protocol for draft campaign materials.	.5
12	N – Meeting 7	Finalize outcome evaluation plan and tools.	.5
1	N – Meeting 7	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
	O – Before Meeting 8	Before Meeting 8 – Pre-testing	~ 4-6 weeks
10	O – Before Meeting 8	Get revised identity designs from designers (based on stakeholder feedback).	3
10	O – Before Meeting 8	Conduct pre-testing of identity designs.	21
10	O – Before Meeting 8	Compile results of identity design pre-testing. Circulate to stakeholders for review. Make edits/adjustments based on feedback.	10
10	O – Before Meeting 8	Get revised campaign materials from designers (based on team feedback).	3
10	O – Before Meeting 8	Conduct pre-testing of draft materials.	21
10	O – Before Meeting 8	Compile results of campaign material pre-testing. Circulate to stakeholders for review. Make edits/adjustments based on feedback.	10
	P – Meeting 8	Meeting 8 – Determining pre-testing implications	½ day
10	P – Meeting 8	Discuss pre-test results for identity designs and decide on direction to give supplier.	1.5
10	P – Meeting 8	Discuss pre-test results for P campaign materials and decide on direction to give supplier.	1.5
1	P – Meeting 8	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
	Q – Before Meeting 9	Before Meeting 9 – Final production	~ 4-6 weeks
10	Q – Before Meeting 9	Finalize identity materials design with supplier based on pre-test results.	4
10	Q – Before Meeting 9	Finalize campaign materials design with supplier based on pre-test results.	4
10	Q – Before Meeting 9	Produce campaign materials.	10
	R – Meeting 9	Meeting 9	½ day
11	R – Meeting 9	Finalize any campaign implementation details.	3.5

Step number	Timing	Description	Time required
1	R – Meeting 9	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5

*Time for campaign implementation and campaign outcome evaluation not included in this table.

Scenario A: Plenty of Resources (Cadillac)

Sorted by Steps

Step number	Timing	Description	Time required
1	A – Before Meeting 1	Review THCU 'Overview of Health Communication Campaigns' workbook (all team to do separately).	3 (per person)
1	A – Before Meeting 1	Fill in project management (step one) worksheet using THCU examples as a reference and send to core stakeholders for review. Update according to feedback. Try to think in terms of at least one year, ideally 2-3 years.	4
1	A – Before Meeting 1	Draft decision-making process for the project, including stakeholders that must be consulted, stakeholders who have veto power (e.g. managers), percentage team agreement that is required for decisions to be made, etc. Refer to stakeholder involvement wheel in THCU planning workbook for ideas. Circulate to stakeholders for review. Adapt according to feedback (feedback may include addition of stakeholders who may then need to see draft decision-making process and project management worksheet).	5
1	B – Meeting 1	Get team approval on project management worksheet (be sure to review stakeholder wheel as a group).	.5
1	B – Meeting 1	Get team approval on decision-making process (be sure to review stakeholder wheel as a group).	.5
1	D – Meeting 2	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
1	F – Meeting 3	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
1	H- Meeting 4	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
1	J – Meeting 5	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
1	L – Meeting 6	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
1	N – Meeting 7	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
1	P – Meeting 8	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
1	R – Meeting 9	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
2	A – Before Meeting 1	Pull together any necessary background information for development of logic model of your health promotion strategy (or get existing logic model). Note: if you do not already have an overall strategy, refer to THCU's Planning workbook.	3
2	B – Meeting 1	Using a group process (post-it notes, etc.) develop logic model outlining your existing health promotion strategy (or review existing logic model).	2
2	B –	Determine intended audience(s) and topic for communication campaign.	.5

Step number	Timing	Description	Time required
	Meeting 1		
2	C – Before Meeting 2	Type up logic model and circulate to stakeholders for review. Update according to feedback received.	6
2	D – Meeting 2	Finalize logic model with team.	.5
3	C – Before Meeting 2	Pull together existing audience analysis background information (e.g. literature, previous focus group results, etc.) into an audience profile and send to stakeholders for review. Update according to any additional information sources they point out.	12
3	D – Meeting 2	Review audience analysis profile with team. Identify information gaps that need to be filled and discuss how information will be gathered (i.e. qualitative and/or quantitative). Narrow the audience if it is too broad to reach effectively.	1.5
3	E – Before Meeting 3	Draft tools and protocols for collecting missing audience analysis information and circulate to stakeholders for review. Update according to feedback.	14
3	E – Before Meeting 3	Review tools and protocols for collecting audience analysis information with experts (e.g. PHRED staff, THCU consultants).	2
3	E – Before Meeting 3	Finalize audience analysis data collection tools and protocols via teleconference.	3
3	E – Before Meeting 3	Collect audience analysis data. Integrate data into audience analysis profile. Circulate to stakeholders for review. Make adjustments/edits according to feedback.	35
3	F – Meeting 3	Finalize audience analysis profile.	1
4	C – Before Meeting 2	Compile list of existing opportunities (events, 'months', other campaigns, etc.) and circulate to stakeholders so they can add their own ideas. Update according to feedback received.	7
4	C – Before Meeting 2	Compile list (or use existing list already compiled by your organization) of existing communication resources (e.g. relationships with local media, pre-bought radio time, etc.) and send out to stakeholders for review/additions. Updated according to feedback received.	4
4	D – Meeting 2	Finalize list of existing opportunities with team.	.5
4	D – Meeting 2	Finalize list of existing communication resources with team.	.5
5	F – Meeting 3	Have group discussion about project directions (for purpose of developing objectives) based on audience analysis.	1
5	F – Meeting 3	Draft objectives. Refer to examples on THCU's menu of objectives and THCU sample campaign scenarios and your own project logic model.	1
5	G – Before Meeting 4	Type up objectives based on discussion at meeting three and send to stakeholders for review. Update according to feedback.	3
5	G – Before Meeting 4	Review objectives with planning and evaluation experts (e.g. THCU consultants or PHRED staff). Update according to feedback.	2
5	H- Meeting 4	Finalize campaign objectives.	1
6	H- Meeting 4	Brainstorm list of channels and vehicles using examples in THCU's workbook and THCU sample campaign scenarios. Prioritize them according to audience analysis	1

Step number	Timing	Description	Time required
		profile, cost, reach, ease of use, etc., and choose.	
7	H- Meeting 4	Identify existing opportunities (identified prior to meeting 2, step 4) on a timeline. Then place activities planned for this campaign on the timeline. Sequence and combine based on best use of resources and economies of effort.	1
7	I – Before Meeting 5	Type up campaign sequence, describing vehicles and channels (or use THCU's interactive workbook to develop a timeline – www.thcu.ca). Send to stakeholders for review. Update according to feedback.	3
7	J – Meeting 5	Finalize campaign vehicles and channels and sequence with team.	.5
8	C – Before Meeting 2	Start collecting materials from other campaigns done on same topic (and background information on how they developed and any evaluation).	6
8	E – Before Meeting 3	Continue to collect materials from other campaigns done on same topic.	1.5
8	I – Before Meeting 5	Finish collecting materials from other campaigns done on same topic.	2
8	J – Meeting 5	Identify message strategy and approach for new materials. Complete step 8 worksheet.	3
8	J – Meeting 5	Critique and rank existing materials using THCU's step 8 message review tool. Select final choices and determine what adjustments are needed (or rule out use of any existing materials).	1.5
9	C – Before Meeting 2	Collect sample identities from other campaigns/projects.	2
9	I – Before Meeting 5	Finish collecting sample identities from other campaigns/projects.	1
9	J – Meeting 5	Complete step 9 identity worksheet.	1.0
9	J – Meeting 5	Review existing identity (if it exists) to determine if it is adequate. If you want to revise your identity or create a new one, look at sample identities of other groups for ideas.	.5
10	K – Before Meeting 6	Draft creative brief for development of new identity (based on step 9 worksheet). Circulate draft to stakeholders for review. Update according to feedback received.	7
10	K – Before Meeting 6	Draft creative brief for development of new campaign materials (based on step 8 worksheet). Circulate draft to stakeholders for review. Update according to feedback received.	7
10	K – Before Meeting 6	Draft RFP(s) to develop new identity and campaign materials. Circulate draft to stakeholders for review. Update according to feedback received.	7
10	K – Before Meeting 6	Identify possible suppliers and ideas on where to post RFP and draft method of selection of suppliers. Circulate ideas to stakeholders for review. Update according to feedback received.	10
10	L – Meeting 6	Finalize creative brief for identity.	.5
10	L – Meeting 6	Brainstorm ideas about draft identity pre-testing tool and protocol.	.5
10	L – Meeting 6	Finalize creative brief for campaign materials.	.5

Step number	Timing	Description	Time required
10	L – Meeting 6	Finalize RFP, list of possible suppliers, plan for where to post RFP and supplier selection process.	.5
10	L – Meeting 6	Brainstorm ideas about draft campaign material pre-testing tool and protocol.	.5
10	M – Before Meeting 7	Draft pre-testing tool and protocol for draft identity designs. Send to team and experts for review. Update according to feedback received.	10
10	M – Before Meeting 7	Work with suppliers to get draft identity designs. Circulate to stakeholders for review.	5
10	M – Before Meeting 7	Post RFP, review responses according set criteria and select suppliers (probably need a teleconference to review options with team and other stakeholders). Write up contracts and get them signed by appropriate people.	10
10	M – Before Meeting 7	Work with suppliers to get draft campaign materials. Circulate to stakeholders for review.	5
10	M – Before Meeting 7	Draft campaign material pre-testing tool and protocol. Circulate to stakeholders and experts for review. Update according to feedback received.	10
10	N – Meeting 7	Review draft identity designs. Collect team feedback for designers.	.5
10	N – Meeting 7	Finalize draft identity design pre-testing tool and protocol.	.5
10	N – Meeting 7	Review draft campaign materials. Collect team feedback for designers.	.5
10	N – Meeting 7	Finalize pre-testing tool and protocol for draft campaign materials.	.5
10	O – Before Meeting 8	Get revised identity designs from designers (based on stakeholder feedback).	3
10	O – Before Meeting 8	Conduct pre-testing of identity designs.	21
10	O – Before Meeting 8	Compile results of identity design pre-testing. Circulate to stakeholders for review. Make edits/adjustments based on feedback.	10
10	O – Before Meeting 8	Get revised campaign materials from designers (based on team feedback).	3
10	O – Before Meeting 8	Conduct pre-testing of draft materials.	21
10	O – Before Meeting 8	Compile results of campaign material pre-testing. Circulate to stakeholders for review. Make edits/adjustments based on feedback.	10
10	P – Meeting 8	Discuss pre-test results for identity designs and decide on direction to give supplier.	1.5
10	P – Meeting 8	Discuss pre-test results for campaign materials and decide on direction to give supplier.	1.5
10	Q – Before Meeting 9	Finalize identity materials design with supplier based on pre-test results.	4
10	Q – Before Meeting 9	Finalize campaign materials design with supplier based on pre-test results.	4
10	Q – Before	Produce campaign materials.	10

Step number	Timing	Description	Time required
	Meeting 9		
11	R – Meeting 9	Finalize any campaign implementation details.	3.5
12	L – Meeting 6	Brainstorm ideas about campaign outcome evaluation plan.	.5
12	M – Before Meeting 7	Type out outcome evaluation plan and draft tools. Send to stakeholders and experts for review. Update according to feedback received.	35
12	N – Meeting 7	Finalize outcome evaluation plan and tools.	.5

Scenario B: Limited Resources (Ford) Sorted by Timing

Step number	Timing	Description	Time required
	A – Before Meeting 1	Before Meeting 1 – Project management and logic model background	~ 2 – 3 weeks
1	A – Before Meeting 1	Review THCU 'Overview of Health Communication Campaigns' workbook (all team to do separately).	3 (per person)
1	A – Before Meeting 1	Fill in project management (step one) worksheet using THCU examples and send to core stakeholders for review. Update according to feedback received. Try to think in terms of at least one year, ideally 2-3 years.	3
1	A – Before Meeting 1	Draft decision-making process for the project, including stakeholders that must be consulted, stakeholders who have veto power (e.g. managers), percentage team agreement that is required for decisions to be made, etc. Refer to stakeholder involvement wheel in THCU planning workbook for ideas. Circulate to stakeholders for review. Adapt according to feedback (feedback may include addition of stakeholders who may then need to see draft decision-making procedure and project management worksheet).	3
2	A – Before Meeting 1	Draft logic model of your health promotion strategy from existing documents (or get existing logic model). Send to stakeholders to review. Update according to feedback received. Note: if overall strategy is not yet developed, please refer to THCU Planning Workbook	7
	B – Meeting 1	Meeting 1 (Possibly teleconference) – Logic model and audience identification	½ day
2	B – Meeting 1	Determine intended audience(s) and topic for communication campaign.	.5
1	B – Meeting 1	Finalize project management worksheet with team.	.5
1	B – Meeting 1	Finalize decision-making process with team (be sure to review stakeholder wheel)	.5
2	B – Meeting 1	Finalize logic model with team.	1
	C – Before Meeting 2	Before Meeting 2 – Audience analysis and existing opportunities	~ 2 – 3 weeks
8	C – Before Meeting 2	Start collecting materials from other campaigns done on same topic (and background information on how they developed and any evaluation).	6
3	C – Before Meeting 2	Pull together existing audience analysis background information (e.g. literature, previous focus groups, etc.) into audience profile and send to stakeholders for review. Update according to feedback and additional sources of information received.	12
4	C – Before Meeting 2	Compile list of existing opportunities (events, 'months', other campaigns, etc.) and circulate to stakeholders so they can add their own ideas. Update according to feedback received.	7
4	C – Before Meeting 2	Compile list (or use existing one developed by your organization) of existing communication resources (e.g. relationship with media, pre-bought radio time, etc.) and send out to team for review/additions. Update according to feedback received.	4
	D – Meeting 2	Meeting 2 – Expansion of audience analysis	½ day
3	D – Meeting 2	Develop the audience analysis profile further using the existing information you have already collected. plus the intuition of your group (for example, you could make a collage	2

Step number	Timing	Description	Time required
		describing the audience or imagine a typical day of your audience). Narrow the audience if it is too broad to reach effectively.	
4	D – Meeting 2	Finalize list of communication resources.	.5
4	D – Meeting 2	Finalize list of existing opportunities.	.5
1	D – Meeting 2	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
	E – Before Meeting 3	Before Meeting 3 – Expansion of audience analysis profile and collection of sample materials	~ 2 – 3 weeks
3	E – Before Meeting 3	Expand the audience analysis profile, incorporating the thoughts gathered at meeting 1. Send to stakeholders for review. Modify according to feedback received.	6
8	E – Before Meeting 3	Finish collecting materials from other campaigns done on same topic (and background information on how they developed and any evaluation).	2
9	E – Before Meeting 3	Collect sample identities from other campaigns/projects.	2
	F – Meeting 3	Meeting 3 – Message selection and sequencing	1 day
3	F – Meeting 3	Finalize audience analysis profile with team.	.5
5	F – Meeting 3	Have group discussion about project directions based on audience analysis (for the purpose of developing objectives).	.5
5	F – Meeting 3	Draft campaign objectives by using examples on THCU's menu of objectives and THCU sample campaign scenarios and your project logic model.	1
6	F – Meeting 3	Brainstorm list of channels and vehicles using examples in THCU's workbook and THCU sample campaign scenarios. Prioritize them according to audience analysis profile, cost, effectiveness, ease of use, etc. and choose.	1
7	F – Meeting 3	Identify existing opportunities on a timeline. Then place activities planned for this campaign on the timeline. Sequence and combine based on best use of resources and economies of effort.	1
8	F – Meeting 3	Fill out THCU's step 8 worksheet to describe overall message strategy.	.75
8	F – Meeting 3	Critique and rank existing materials using THCU's step 8 message review tool. Select final choices and determine what adjustments are needed.	.75
9	F – Meeting 3	Complete step 9 identity worksheet. Review existing identity. If existing identity is not adequate, please review steps in Cadillac scenario to create a new identity.	.5
12	F – Meeting 3	Discuss general process evaluation plan.	1
1	F – Meeting 3	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5

Step number	Timing	Description	Time required
	G – Before Meeting 4	Before Meeting 4 – Stakeholder review process	~ 4 – 6 weeks
5	G – Before Meeting 4	Type up objectives based on discussion at meeting three. Send to stakeholders for review. Adjust according to feedback received.	3
5	G – Before Meeting 4	Review objectives with planning and evaluation experts. Adjust according to feedback received.	2
8	G – Before Meeting 4	Type up message strategy and inform stakeholders of materials that have been selected (and why). Modify plan if warranted by feedback. Note: Another meeting may be necessary if many stakeholders disagree with the choices.	4
9	G – Before Meeting 4	Type up identity strategy and inform stakeholders of identity that has been chosen (and why). Modify plan if warranted by feedback.	4
7	G – Before Meeting 4	Type up campaign sequence, describing vehicles and channels (or use THCU's interactive workbook to develop a timeline www.thcu.ca). Send to stakeholders for review. Adjust according to feedback received.	1
10	G – Before Meeting 4	Produce materials and send to team for sign-off.	8
12	G – Before Meeting 4	Type up process evaluation plan and send to stakeholders and experts for review. Modify according to feedback received.	6
	H- Meeting 4	Meeting 4 – Finalize implementation and evaluation details	½ day
11	H- Meeting 4	Finalize implementation details.	1.5
12	H- Meeting 4	Finalize process evaluation details.	1.5
1	H- Meeting 4	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5

Scenario B: Limited Resources (Ford) Sorted by Steps

Step number	Timing	Description	Time required
1	A – Before Meeting 1	Review THCU 'Overview of Health Communication Campaigns' workbook (all team to do separately).	3 (per person)
1	A – Before Meeting 1	Fill in project management (step one) worksheet using THCU examples and send to core stakeholders for review. Update according to feedback received. Try to think in terms of at least one year, ideally 2-3 years.	3
1	A – Before Meeting 1	Draft decision-making process for the project, including stakeholders that must be consulted, stakeholders who have veto power (e.g. managers), percentage team agreement that is required for decisions to be made, etc. Refer to stakeholder involvement wheel in THCU planning workbook for ideas. Circulate to stakeholders for review. Adapt according to feedback (feedback may include addition of stakeholders who may then need to see draft decision-making procedure and project management worksheet).	3
1	B – Meeting 1	Finalize project management worksheet with team.	.5
1	B – Meeting 1	Finalize decision-making process with team (be sure to review stakeholder wheel)	.5
1	D – Meeting 2	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
1	F – Meeting 3	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
1	H- Meeting 4	Review project management worksheet again. Are timelines and budgets still reasonable? Do you have the data you need to make solid decisions? Are there any other stakeholders that should be involved?	.5
2	A – Before Meeting 1	Draft logic model of your health promotion strategy from existing documents (or get existing logic model). Send to stakeholders to review. Update according to feedback received. Note: if overall strategy is not yet developed, please refer to THCU Planning Workbook	7
2	B – Meeting 1	Determine intended audience(s) and topic for communication campaign.	.5
2	B – Meeting 1	Finalize logic model with team.	1
3	C – Before Meeting 2	Pull together existing audience analysis background information (e.g. literature, previous focus groups, etc.) into audience profile and send to stakeholders for review. Update according to feedback and additional sources of information received.	12
3	D – Meeting 2	Develop the audience analysis profile further using the existing information you have already collected, plus the intuition of your group (for example, you could make a collage describing the audience or imagine a typical day of your audience). Narrow the audience if it is too broad to reach effectively.	2
3	E – Before Meeting 3	Expand the audience analysis profile, incorporating the thoughts gathered at meeting 1. Send to stakeholders for review. Modify according to feedback received.	6
3	F – Meeting 3	Finalize audience analysis profile with team.	.5
4	C – Before Meeting 2	Compile list of existing opportunities (events, 'months', other campaigns, etc.) and circulate to stakeholders so they can add their own ideas. Update according to feedback received.	7

Step number	Timing	Description	Time required
4	C – Before Meeting 2	Compile list (or use existing one developed by your organization) of existing communication resources (e.g. relationship with media, pre-bought radio time, etc.) and send out to team for review/additions. Update according to feedback received.	4
4	D – Meeting 2	Finalize list of communication resources.	.5
4	D – Meeting 2	Finalize list of existing opportunities.	.5
5	F – Meeting 3	Have group discussion about project directions based on audience analysis (for the purpose of developing objectives).	.5
5	F – Meeting 3	Draft campaign objectives by using examples on THCU's menu of objectives and THCU sample campaign scenarios and your project logic model.	1
5	G – Before Meeting 4	Type up objectives based on discussion at meeting three. Send to stakeholders for review. Adjust according to feedback received.	3
5	G – Before Meeting 4	Review objectives with planning and evaluation experts. Adjust according to feedback received.	2
6	F – Meeting 3	Brainstorm list of channels and vehicles using examples in THCU's workbook and THCU sample campaign scenarios. Prioritize them according to audience analysis profile, cost, effectiveness, ease of use, etc. and choose.	1
7	F – Meeting 3	Identify existing opportunities on a timeline. Then place activities planned for this campaign on the timeline. Sequence and combine based on best use of resources and economies of effort.	1
7	G – Before Meeting 4	Type up campaign sequence, describing vehicles and channels (or use THCU's interactive workbook to develop a timeline www.thcu.ca). Send to stakeholders for review. Adjust according to feedback received.	1
8	C – Before Meeting 2	Start collecting materials from other campaigns done on same topic (and background information on how they developed and any evaluation).	6
8	E – Before Meeting 3	Finish collecting materials from other campaigns done on same topic (and background information on how they developed and any evaluation).	2
8	F – Meeting 3	Fill out THCU's step 8 worksheet to describe overall message strategy.	.75
8	F – Meeting 3	Critique and rank existing materials using THCU's step 8 message review tool. Select final choices and determine what adjustments are needed.	.75
8	G – Before Meeting 4	Type up message strategy and inform stakeholders of materials that have been selected (and why). Modify plan if warranted by feedback. Note: Another meeting may be necessary if many stakeholders disagree with the choices.	4
9	E – Before Meeting 3	Collect sample identities from other campaigns/projects.	2
9	F – Meeting 3	Complete step 9 identity worksheet. Review existing identity. If existing identity is not adequate, please review steps in Cadillac scenario to create a new identity.	.5
9	G – Before Meeting 4	Type up identity strategy and inform stakeholders of identity that has been chosen (and why). Modify plan if warranted by feedback.	4
10	G – Before Meeting 4	Produce materials and send to team for sign-off.	8
11	H-	Finalize implementation details.	1.5

Step number	Timing	Description	Time required
	Meeting 4		
12	F – Meeting 3	Discuss general process evaluation plan.	1
12	G – Before Meeting 4	Type up process evaluation plan and send to stakeholders and experts for review. Modify according to feedback received.	6
12	H- Meeting 4	Finalize process evaluation details.	1.5