

Strategic Communications Intake Process



With a changing healthcare landscape, the need for Dartmouth-Hitchcock to differentiate itself in the marketplace has increased exponentially, resulting in an increased demand for marketing and communication services. To meet these needs, the Communications and Marketing department was tasked with developing a clear, concise, and focused content strategy. To do so, a Greenbelt team set out to develop a more efficient intake and tracking process in order to appropriately dedicate resources to organizational priorities and to reduce waste and rework.

Using the DMAIC framework for process improvement, a few key issues were brought to light. These issues included: processes that operated in silos and didn't always account for other teams' involvement or capacity, varying mediums for requests ranging from emails and hallway conversations to forms or formal meetings, variation in evaluation process, an absence of priority setting and scope, an unknown volume of projects, and often an absence of a clear "owner" or project lead.

The team decided to create a streamlined intake system to remedy these issues. They created a workflow diagram for both regular customer intake and senior leadership intake to improve efficiency through standardization. The strategic communications intake process control plan focused on three control variables: the intake form, the intake log and scoring tool, and the intake review meeting. The completeness of the intake form is analyzed by monitors, with a goal of 50% of forms to be completed. The goal is to have as much information as possible to make decisions, and to have monitors go back to clients if the information is not complete. The team also plans to conduct periodic surveys to see how customers feel about the form's usefulness as well as to identify opportunities to improve it. The department continues to track the number of instances that the intake process is bypassed, aiming for less than 10% of all requests to bypass the process.