

CASE STUDY

Healthcare Research and Treatment Center Builds an Internal Communication Center of Excellence

CHALLENGES SNAPSHOT

- ✓ Highly decentralized, with distinct functions supporting research, teaching, and patient care.
- ✓ Internal communications struggling to scale due to organizational size and complexity.
- ✓ Multiple departments creating their own channels, a clear signal that existing communication wasn't working.
- ✓ A large, diverse workforce with vastly different communication needs—many without regular access to computers or digital channels.
- ✓ Growing concern that communication across functions and departments was inconsistent and ineffective.

IMPACT

Consistency and Clarity

Organization-wide standards created a more coherent, navigable communication experience for employees.

Stronger Leadership Communication

Leaders and managers received the tools and training to support their communication efforts.

Reduced Communication Overload

Consolidation of content across departments reduced email volume while helping employees find information they previously missed.

A Sustainable Model

The Communication team emerged with a repeatable system of best practices across the organization.

ABOUT THE CLIENT

Industry: Nonprofit Healthcare – Treatment, Research, and Education

Years in Operation: 75+

Employees: More than 9,000 staff, faculty, and affiliated or contract workers

SOLUTION: BUILDING A COMMUNICATION CENTER OF EXCELLENCE

bswift partnered with the organization's Communication team to take a hard, practical look at how information moved—or didn't—across the enterprise. The goal wasn't more messages. It was better structure, clearer ownership, and communication employees could actually use.



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KEY COMPONENTS

COMPREHENSIVE COMMUNICATION AUDIT

- Conducted stakeholder interviews to understand real needs, preferences, and pain points.
- Assessed existing channels against industry best practices, including usability and employee-centric content design.
- Identified what was working, what was duplicative, and what needed to change.

COLLABORATIVE STRATEGY DESIGN

- Facilitated a five-hour, on-site working session to review findings, share leading practices, and co-create solutions.
- Defined a clear purpose and role for the Communication team.
- Established standards, positioning the team as a Center of Excellence—and setting guidelines and enabling collaboration across the organization.

A SMARTER COMMUNICATION SYSTEM

- Developed a content strategy rooted in the organization's mission and employees' day-to-day realities.
- Refined the channel ecosystem to reduce email overload and reposition the intranet as a central information hub.
- Created channel standards and governance guidelines to ensure consistency across teams.

LEADER AND MANAGER ENABLEMENT

- Designed a structured approach to support leader communication through training, tools, and guidance.
- Strengthened key channels, such as all-staff town halls, executive updates, and leader blogs.
- Established a measurement plan to continually assess effectiveness and adapt over time.

