



Protecting and Enhancing Your Health System's Reputation in an Ever-Changing Political Environment

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Outline/Agenda

■ Agenda

- Introduction (5 minutes)
- The Importance of Consistency in Communications (10 minutes)
- Key Factors in Decision-Making (10 minutes)
- Case Studies and Best Practices (15 minutes)
- Interactive Q&A and Discussion (5 minutes)

■ Learning Objectives

1. Participants will understand the importance of a consistent decision-making approach in managing communications around social and political issues.
2. Participants will learn how to identify key factors when developing communication strategies for sensitive topics.
3. Participants will explore case studies and best practices to inform their approach in their own professional role.

Current Landscape + Challenges

The Guardian

California nurses decry Ice presence at hospitals: 'Interfering with patient care'

PROPUBLICA

Report: Hospitals Rarely Advise Doctors on How to Treat Patients Under Abortion Bans

npr

Health care workers are rushing to learn about immigration law in case of ICE raids

Los Angeles Times

Children's Hospital Los Angeles halts transgender care under pressure from Trump

CBS NEWS

Nurse reveals brutal attack in the ER as Maryland healthcare workers increasingly face violence on the job

DEMOCRACY NOW!

Disabled People "Will Die" as GOP Medicaid Cuts Go into Effect, Warns Disability Rights Leader

NBC NEWS

Family caregivers worry over planned Medicaid cuts' impact

Minnesota Reformer

Hennepin Healthcare resident physicians file for union recognition

MedCity News

6 Health Systems that Faced Worker Strikes This Month

Identifying Core Values & Principles

Aligning on core values and principles is crucial and serves as an anchor to point back to when decisions are made. When decisions are not aligned with these values, reputational risk increases.

Sample Scales of Intention Questions:

1. What issues keep you up at night?
2. Would you say that others in your organization prioritize those issues?
3. On a scale of 1-10, how sophisticated is your issues management process to identify and confidently respond to an issue before it becomes a crisis?
4. How well is your organization's approach to issue management? Is it working well or do you need a refined approach?
5. Do you think internal audiences understand the constraints your organization is under? None, some, most?

Assessing Risk

| | | Score 0 if... | Score 1-3 if... | Score 4 if... | Score 5 if... |
|---|--|---|--|--|--|
| | | 0 | 1-3 | 4 | 5 |
| Business Impact | <ul style="list-style-type: none"> Does this issue have an impact on our organization's ability to operate or serve patients and communities? Is our organization prepared to follow through on a statement on this issue with tangible action? | <ul style="list-style-type: none"> No meaningful business or operational impact. | <ul style="list-style-type: none"> Issue may result in some impact to business or license to operate. | <ul style="list-style-type: none"> Issues present a major, potentially prolonged impact to our organization's operations or its license to operate; internal action is necessary. | <ul style="list-style-type: none"> Issue presents a significant risk to our organization's license to operate. |
| Employee Expectations | <ul style="list-style-type: none"> Does this issue directly impact the ability of our employees to do their jobs? Are employees asking us to have a voice on this topic? | <ul style="list-style-type: none"> No response expected. | <ul style="list-style-type: none"> Some interest from employees regarding our organization's position. | <ul style="list-style-type: none"> Significant interest in our organization's POV and positioning. Direct questions that require a response. | <ul style="list-style-type: none"> Our organization cannot effectively uphold its mission and values statements to employees without directly addressing this. Business and/or Business and/or operations are impacted. |
| External Impact & Response Expectation | <ul style="list-style-type: none"> Are there expectations from patients and other external audiences for our organization to take a stance on this topic? Are our organization's peers or partners speaking out? Are there specific considerations with a position that leaders, key stakeholders and influencers (i.e. local or state government) that we should consider? | <ul style="list-style-type: none"> No response expected. | <ul style="list-style-type: none"> Some interest, largely from third parties and community partners; conversation in the media and general public is limited. | <ul style="list-style-type: none"> Significant interest from media and/or primary stakeholders in our organization's response. Response is likely to be required. | <ul style="list-style-type: none"> Key operational objectives cannot be advanced, and our organization cannot credibly engage with stakeholders without a response. |
| Alignment with Mission & Values | <ul style="list-style-type: none"> Does the topic align with your organizations mission? Has your organization supported this issue through previous actions or commitments? Is there evidence that could impact the perception of your organization's authenticity when speaking out on this issue? Can your organization respond to this issue with meaningful action? | <ul style="list-style-type: none"> No meaningful impact with mission or values. | <ul style="list-style-type: none"> Limited impact to mission or values; broad interest in our organization's position is limited. | <ul style="list-style-type: none"> Issue has clear alignment with our organization's mission or values, prompting internal interest and low to moderate public attention. | <ul style="list-style-type: none"> Issue is in either direct alignment or opposition to our organization's values, and there is significant interest across stakeholders. |
| Authority, Credibility & Relevance | <ul style="list-style-type: none"> Can our organization speak authentically and credibly on this issue? Is this a moment in which it is appropriate for us to have a voice on this issue? Can we share a thoughtful position within a critical timeframe? Will our voice make a difference to the conversation? Can we contribute to the issue while being respectful to those with opposing views? | <ul style="list-style-type: none"> No clear relevance or authority to speak on this. | <ul style="list-style-type: none"> Some relevance to our organization's mission, vision and values demonstrated commitment on behalf of its leaders. | <ul style="list-style-type: none"> Clear relevance to our organization's mission, vision and values. Leaders can articulate a POV that adds value to the broader conversation and can offer in a timely manner. | <ul style="list-style-type: none"> Our organization is a credible leader on this or related issues, and absence from the conversation is notable. |

Stakeholder Analysis + Engagement

If the score is 0-12: Monitor & Watch

This score generally indicates that your organization should avoid a formal position on the issue but should continue to monitor and evaluate to see how the situation evolves.

If the score is 13-19: Consider Engagement

This score indicates your organization may have interest or connection to the issue, but future action requires careful navigation and measured comments rather than an outright stance. Assess employee and external expectations to determine the level of communication required to ensure that stakeholders feel heard and understand your position on the issue.

If the score is 20+: Engagement Recommended

This score indicates your organization should weigh in and that you will need to communicate your position internally (and potentially externally) within 12-48 hours. Failing to weigh in could negatively impact business priorities and could pose risks to your reputation among stakeholders, including employees.

***Once an action is taken, the team should continue to monitor the response and adjust the response strategy as needed.*

Interactive Exercise

Quickfire Challenge

Your state introduces a bill to allow ICE into hospitals and care facilities. A group of employees at your organization ask what the organization is doing to address the issue. One of your competitors has spoken out and the issue is gaining steam among the media nationally. You have received external and internal requests for comment as well as a flag that a protest may be planned outside your facility. The issues management team is called to determine how to address this.

How do you engage?

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Three Key Take-Aways

- 1. It is crucial to have a consistent decision-making process when determining how to respond and engage on social and political issues.**
 - *Action: Connect with your organization's leadership team to discuss implementing a framework or ensuring your current approach to social and political issues management is sufficient for the new pressures and landscape.*
- 2. When decisions are not aligned with core values, reputational risk increases.**
 - *Action: Consider conducting a survey and moderated discussion among organizational leaders to align on core values and principles. This will serve as an anchor for future decisions.*
- 3. Many factors should be considered when determining how to respond to or engage on an issue, including business impact, employee expectations, external impact and response expectation, alignment with mission and values and authority, credibility and relevance.**
 - *Action: Consider developing your own issues response scorecard to help advise colleagues and leadership in your organization on how to respond. Or simply be the voice to ask questions related to the factors above, such as "Can our organization speak authentically and credibly on this issue?"*



Questions?

Please be sure to complete the session evaluation on the mobile app!



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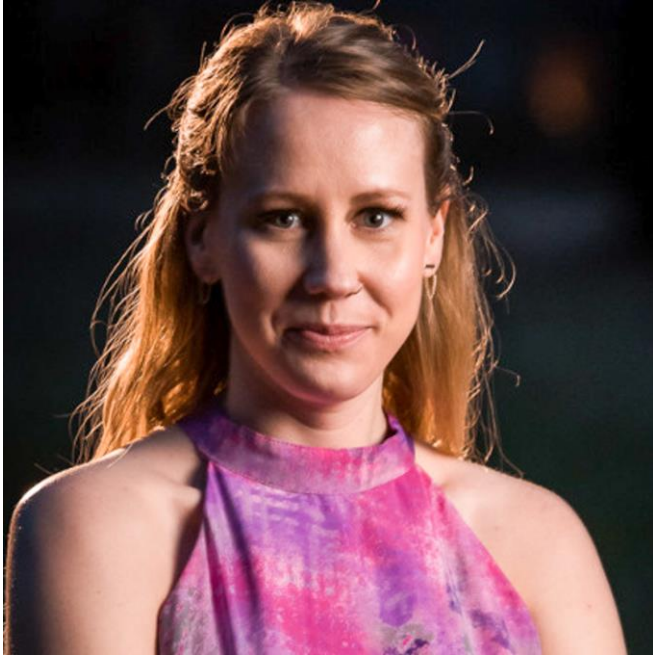
Lisa leads communications and marketing for UNC Health and the UNC School of Medicine. She joined the system in 2006.

She recently completed a seven-year term for the American Hospital Association's Society for Healthcare Strategy & Market Development (SHSMD) board of directors, where she is a past president. Lisa was recognized with the Award for Individual Professional Excellence (lifetime achievement), the highest honor in the field, by SHSMD in 2014.

Lisa received her bachelor's degree from James Madison University. She serves on the Holt Brothers Foundation board of Directors, Carolina Hurricanes Foundation board, the Healthcare Executive Forum and is an honorary member of Alpha Kappa Psi – Eta Omega chapter.

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Allison Parker-Lagoo is an experienced leader in health public affairs and communications, supporting a range of clients with federal and state advocacy campaigns in APCO's Raleigh office.

As deputy lead of APCO's North America Health Practice, she delivers smart approaches weaving together the latest political intel with tested strategies for reaching specific audiences. She advises clients and coalition organizations to protect reputations and advance strategic goals with creative, integrated and scalable activations.

Prior to APCO, Allison was a federal health care lobbyist and worked in the U.S. Senate. She is a member of Phi Beta Kappa.



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Karen Garvey serves as the Vice President for Safety & Clinical Risk Management for Parkland Health in Dallas, Texas, providing health system oversight of Regulatory & Accreditation, Patient Safety and Clinical Risk Management, Quality & Safety Education and has been a system lead for the Parkland journey to becoming a High Reliability Organization. Additionally, she is the Executive Sponsor for the SPARKs (Supporting Parkland Staff) Peer Support Program, is the Chairperson for enterprise Workforce Safety Initiatives involving proactive and reactive strategies to decrease violence against our workforce.

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