

**Doing the Right Things for the Right Reasons**

The Four Pillars of Crisis Communications

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**Speakers**

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PeaceHealth  
*The spirit of healing*

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**Learning Objectives**

- Discover the value to be gained by staying true to your organization's Catholic values, even – and especially – in a crisis.
- Discover how living by the Four Pillars will help you survive any crisis and turn it to your organization's advantage.
- Learn the value of planning, controlling the message, and empathy in any crisis scenario.

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**Envisioning the Next**

## Agenda

- Background
- The Four Pillars
- Caffeinated case study
- Hepatitis C investigation
  - *The Four Pillars in action*
- Outcomes
- Key takeaways
- Questions

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**Background**

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### OUR NETWORKS OF CARE

**Northwest Network**

- 1 ProHealth St. Joseph Medical Center, Astoria, Oregon
- 2 ProHealth Peace Head Medical Center, Dulak Station, Washington
- 3 ProHealth Laker General Medical Center, Lake Stevens, Washington
- 4 ProHealth Holy Family Medical Center, Kirkland, Washington

**Columbia Network**

- 1 ProHealth St. John Medical Center, Longview, Washington
- 2 ProHealth Southwest Medical Center, Vancouver, Washington

**Oregon West Network**

- 1 ProHealth Sacred Heart Medical Center at Elmer Road, Springfield, Oregon
- 2 ProHealth Sacred Heart Medical Center, University District, Eugene, Oregon
- 3 ProHealth Cottage Grove Community Medical Center, Cottage Grove, Oregon
- 4 ProHealth Peace Harbor Medical Center, Florence, Oregon

Map labels: ALASKA, MOUNTAIN NETWORK, COLUMBIA NETWORK, OREGON WEST NETWORK, OREGON.

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The Four Pillars

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This slide features a dark blue background with four golden pillars at the bottom. A red box in the top right corner contains the text 'Envisioning the Next' and a graphic of four pillars. A small logo is in the top left.

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The Four Pillars

- Stay true to your **values**  
– *Do the right things for the right reasons*
- Create a **plan**
- Control the **message**
- Express **empathy**

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This slide has a white background with a red box in the top left containing 'Envisioning the Next' and a graphic. Four golden pillars are at the bottom right. A decorative border is at the bottom.

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Caffeinated Case Study

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This slide has a red background. The bottom left shows a close-up of a green and yellow flower-like logo on a white surface with 'bp' written on it. A blue box in the top right contains 'Envisioning the Next' and a graphic. A small logo is in the top left.

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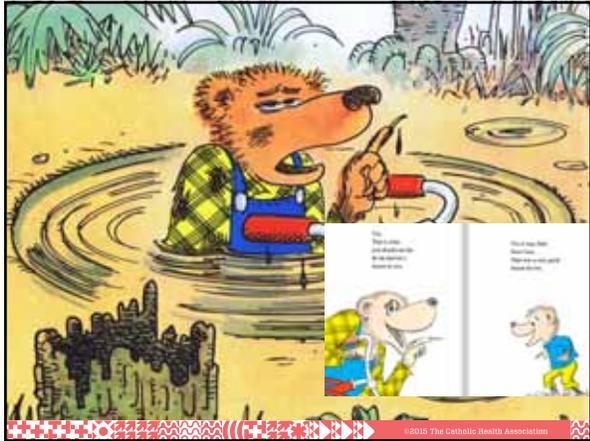
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## "I Want My Life Back"

Video: BP case study

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## Grading BP's Response

- Communication plan – **F**
- Show Empathy – **F**
- Stay True to Values – **F**
- Tell It First – **F**
- Tell It All – **F**
- Tell It Yourself – **D**
- Get Others to Tell It – **F**
- Don't Stop Communicating – **F**

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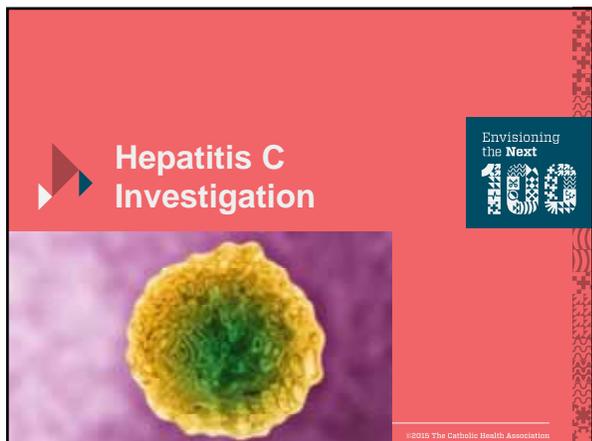
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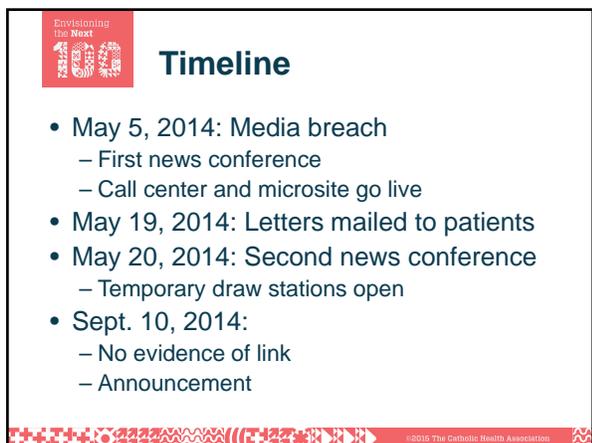
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**Pillar One:  
Stay True to Values**

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**Stay True to Values** 1

- Conscious decisions:
  - Leadership moment
  - First and foremost, do the right thing
    - Ensure patients' well-being
    - Transparency
    - Convenient testing options for patients
      - Logistical and operational impact
    - Testing at PeaceHealth's expense
  - Fastest route to restoring trust

Values

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**Pillar Two:  
Create a Plan**

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Envisioning the Next  
 2014-2015  
 2015-2016  
 2016-2017  
 2017-2018

## Create a Plan

- Decision to go into unified/joint command
- Factors in the decision
  - Pre-existing conditions for partnership vs. conflict?
- Processes and structure
- Benefits
- Lessons learned



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Envisioning the Next  
 2014-2015  
 2015-2016  
 2016-2017  
 2017-2018

## Create a Plan

- Channels
  - **Microsite**, face-to-face, social media, call center, printed, etc.
  - Scripts, scripts ... and more scripts!
- Spokespeople
  - Media training
  - Message practice



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Envisioning the Next  
 2014-2015  
 2015-2016  
 2016-2017  
 2017-2018

## Create a Plan

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## Control the Message

- Determining the message led to another leadership moment
  - Decision point: Do we divulge the former employee's role ... or not?
    - Legal perspective
    - Highest PR ground
    - Business case



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## Control the Message

- We prepared two communication plans
  - The primary plan with our own timing; and
  - The contingency plan for a media breach
- Internal communications must come first
  - Leadership stand-up meetings
  - Rounding with talking points
  - Handouts for caregivers to share with patients, guests



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## Control the Message

- Get others to tell it
  - Clark County Public Health's role



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## Control the Message

*Video:  
first news conference  
opening remarks*

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## Control the Message

- Keep telling it
  - Microsite updates
  - Leadership and caregiver forums
  - Board updates
  - Rounding
    - Provide talking points

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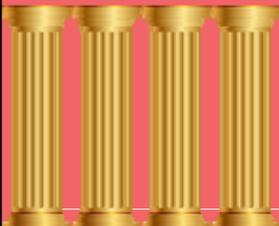
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Pillar Four:  
Express Empathy



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**Express Empathy**

- “We sincerely apologize to patients and their families for the anxiety and inconvenience caused by the investigation.”  
– *Sy's opening remarks*
- “We sincerely apologize for the anxiety this news will cause our patients and their families.” – *Microsite*
- “I'm sorry about this whole situation. It's important for you to be tested.” – *Phleb script*




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**Outcomes**




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**Outcomes**

- 80 percent tested
- No decline in patient volume
- Strengthened perception of integrity
  - Organization
  - Leaders
- Consumer survey results



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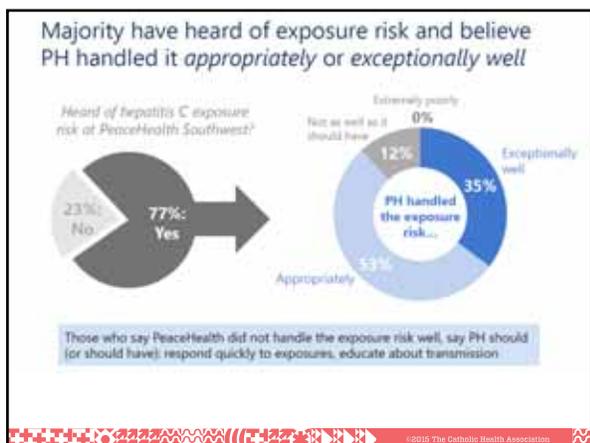
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## Key Takeaways

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## Key Takeaways

- Sy:
  - Do the right thing – set the bar high
  - Tell your organization's story – set the context
  - People and relationships – invest wisely
- Tim:
  - Teamwork is vital – execs and communications
  - Plan for contingencies – expect the unexpected
  - Remember empathy – it's the right thing

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Questions?

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