

Internal & External Communication Plan

Communication Plan: Hospice Joining St. Joseph Home Care Network Legal Entity

Overview

Hospices Services have traditionally been a department of St. Joseph Health, Sonoma County, operating under the Santa Rosa Memorial Hospital license (SRM Alliance). While this model served us well in the past, it has limited our ability to more fully serve our patients across the continuum of care and readily share important patient information with other post-acute care services. As we continue on our journey as a vibrant, integrated region, capable of caring for the whole person, body, mind and spirit, it made sense to formally combine hospice care services with our home health services. This is an important step in ensuring patients access to the full continuum of care in the communities we serve across the Northern California region.

Hospice Services will be transferring from the SRM Alliance legal entity to St. Joseph Home Care Network (SJHCN). This combination of service lines under one legal entity will allow for both service lines to work more collaboratively, resulting in better patient care and increased caregiver collaboration. Furthermore, this new model mirrors the “best practices” of other regions in the Providence St. Joseph Health structure.

Guided by the mission and values of St. Joseph Health, our strategic communication efforts will play a critical role, ensuring that internal and external stakeholders understand and embrace this change in licensure and the benefits it will bring to the people we serve today, and hope to serve tomorrow.

Assumptions

- There will be no **public announcement**, given there are no changes in services for both Hospice and Home Health.
We will be prepared to respond to media inquiries with our holding statement, but will not proactively pitch this story.
- We will carefully execute on a thoughtful communication approach and **cascade this announcement** to all appropriate internal audiences.
- Key external stakeholders (namely Petaluma Health Care District) have **the potential to either support or disrupt** the messaging around this announcement. Our holding statement will include facts that will be clear and concise; while not addressing any possible scrutiny from PHCD head on, it will mitigate any negative reactions.

Communication Goal

Notify key stakeholders that St. Joseph Health, Sonoma County's Hospice Services will be changing from the SRM Alliance legal entity to St. Joseph Home Care Network.

Communication Objectives

- Our priority is that internal and external stakeholders hear news from the right source at the right time and can quickly understand the case.
- Leadership teams feel well-informed and are able to help communicate key messages to internal and external stakeholders.
- Create and deliver messages that are clear, consistent and relevant to our priority stakeholders.

Communication Strategies and Approach

Although the change in legal entity of Hospice should not be of concern to internal or external audiences due to the lack of change in services, misinformation may fuel negative perceptions and concern for internal and external audiences. It will be essential that we mitigate speculation that could increase internal anxiety, decrease engagement and invite external scrutiny through the following strategies.

- Ensure St. Joseph Health's mission and values are central in core messages.
- Create a suite of communication materials (see "Tools" below) that support full alignment and consistency of messaging.
- Create a detailed sequencing plan for outreach to all priority stakeholders.
- Manage the pace and flow of information to ensure our primary stakeholders have the information they need before this announcement is made public (if at all).

Communication Tools

- Internal memos from Executives (Mark Provan & John Bibby), segmented by audience
 - Northern California EMT, AMT and Board members (Ministry, Foundation and Home Care Network boards)
 - Hospice and Home Health employees
- Key messages and talking points for Northern California leadership (including Home Care Network leaders)
- FAQs, segmented by audience
 - Hospice employees
 - Home Health employees
- Huddle article
- Holding statement
- Benefits grid (HR)
- HR FAQ

Key Internal Audiences

- Governance
 - Nor Cal board
 - Ministry boards
 - Home Care Network board
 - SRMH foundation board
- Nor Cal Ministries
 - Regional Executive team
 - Hospital Leadership teams (EMT)
 - Core leaders
 - Caregivers (all employees)
 - Sonoma County physicians
- St. Joseph Health Medical Group (Heritage)
 - Leadership teams
 - Core leaders
 - Caregivers (all medical group employees)
- St. Joseph Home Health and Hospice Services
 - Core leaders
 - Caregivers

Internal Communication Sequencing – St. Joseph Health, Northern California

- Regional Executive Team
- Ministry Executive Management Teams
- Board of Trustees and Foundation Board members
- Hospice and Home Health employees (including leaders)
- Sonoma AMT
- Sonoma County Caregivers
- Hospice volunteers

Overview of External Stakeholder Analysis and Outreach

The change in legal entity will not be of interest to many external audiences, with the exceptions of:

- Petaluma Health Care District (PHCD)
- All accepted payors
- Referral sources

Media Relations

There will be no pitching of this story to the media. Any inquiries will be handled with a simple holding statement:

In order to better serve our community, St. Joseph Home Care Network is expanding its legal licensure to include Hospice Services. This new alignment will allow for a more cohesive working relationship between hospice caregivers and home health caregivers, as well as an improved continuum of care for patients. This is essential given many patients utilizing home health care transition to hospice care and vice versa. This new alignment in licensure will not impact any services or jobs and it is guided by the St. Joseph Home Care Network.

Home Health and Hospice FAQs

(HR to take the lead on FAQ development)

Anticipated Questions

The following are questions that we may receive from our audiences.

- Why is this change occurring?
 - In order to support our journey as an integrated delivery system and to align with best practices within Providence St. Joseph Health, we are uniting post-acute care services under one entity. Most importantly, this new structure will improve patient care by enabling Hospice and Home Health employees to more efficiently work together.
- Will services be impacted at either Hospice or Home Health?
 - No. Services at both Hospice and Home Health will remain the same.
- Will jobs be impacted?
 - The intent of this transition is to enhance our service capabilities and improve patient care. It is not focused on consolidation, cost reductions or job eliminations.
- Will my pay or benefits change?
 - Your pay will not change and you will continue to receive a generous benefits package. We are working toward ensuring all employees have access to the same benefit options and will share more about benefits once this work is complete.
- Will my title or job change?
 - There will be no substantial changes to titles or job descriptions. Every hospice employee will receive a new job description under Home Health Care Network, in keeping with Human Resources law and procedures. Your new job description will be similar or identical to your current role and responsibilities.

- Are there any changes in the accepted insurance coverage for patients?
 - No, there are no changes in insurance coverage for patients.
- Are there any actions patients need to take due to this change in licensure?
 - No, there are no actions patients need to take.
- Are we moving out of Hospice of Petaluma?
 - Our intent is to remain in the building Hospice of Petaluma is currently in, given it was built by the community for this specific purpose. We value this building and are working with the Petaluma Health Care District on a plan to potentially stay at this location.

Patient Benefits of Bringing Hospice and Home Care services together

- A more tightly aligned delivery of care where patients will have access to a more complete medical record that can enhance their care/health, and where providers and caregivers (physicians, social workers, support staff, volunteers) will have access to more robust data to better manage the health of patients we serve.
- A more coordinated care experience between hospital, home health, hospice, palliative care and adult day care services.
- A better managed care plan for patients accessing both home health and hospice services.

Huddle Article

What are we doing with Post-Acute Services and why?

St. Joseph Health, Sonoma County's Hospice Services will be changing the legal entity under which its licensure is written, from SRM Alliance to St. Joseph Home Care Network.

Hospices Services have traditionally been a department of St. Joseph Health, Sonoma County, operating under the Santa Rosa Memorial Hospital license (SRM Alliance). While this model served us well in the past, it has limited our ability to more fully serve our patients across the continuum of care and readily share important patient information with other post-acute care services. As we continue on our journey as a vibrant, integrated region, capable of caring for the whole person, body, mind and spirit, it made sense to formally combine hospice care services with our home health services. This is an important step in ensuring patients access to the full continuum of care in the communities we serve across the Northern California region.

The only change occurring is the legal licensure of hospice. The intent of this transition is to enhance our capabilities and improve patient care. It is not focused on consolidation, cost reductions or job eliminations.

Many patients utilizing home health care transition to hospice care and vice versa. By aligning under one licensure, home health and hospice employees can more easily share these patients' information, therefore improving the quality of our entire continuum of care.

Furthermore, this new alignment in licensure mirrors the structure and best practices of other regions in the Providence St. Joseph Health family. Not only can we better work together regionally, but now we can more cohesively work as a system.

Memo

St. Joseph Home Care Network is expanding its legal licensure to include Hospice Services. St. Joseph Health, Sonoma County's current licensure is under SRM Alliance but is changing to St. Joseph Home Care Network in order to better serve our community.

This new alignment will allow for a more cohesive working relationship between hospice caregivers and home health caregivers. Including both Hospice and Home Health under one licensure will enhance the continuum of care for patients, given many patients utilizing home health care transition to hospice care and vice versa. Now, our caregivers are enabled to more easily share patient information during the transition process.

Additionally, this new alignment mirrors the structure and best practices of other regions in the Providence St. Joseph Health family. Not only can we better work together regionally, but now we can more cohesively work as a system.

We are thrilled to adopt a best practice, enabling our caregivers to more easily work together while providing the same compassionate care our community has come to know and love.

Talking Points

- St. Joseph Health is committed to providing patients with the best care possible across the entire continuum of care.
- In order to better serve our community, St. Joseph Health, Sonoma County's Hospice Services will be transferring from the SRM Alliance legal licensure to St. Joseph Home Care Network.
- Many patients utilizing home health care transition to hospice care and vice versa. This new alignment will allow for a more cohesive working relationship between hospice caregivers and home health caregivers.
- This new alignment in licensure mirrors the structure of our sister ministries within Providence St. Joseph Health.
- This new alignment is being established to enhance our capabilities and improve patient care. It is not focused on consolidation, cost reductions or job eliminations.
- Include all answers to anticipated questions as individual talking points.
- We are thrilled to adopt a best practice, enabling our caregivers to more easily work together while providing the same compassionate care our community has come to know and love.

Next Steps

- Draft all individual communications.
- Get all appropriate approvals.
- Include HR communication pieces.
- Distribute communications.