

Insight Paper:

HEALTHCARE SYSTEMS

Uniting many hospitals under one employer brand

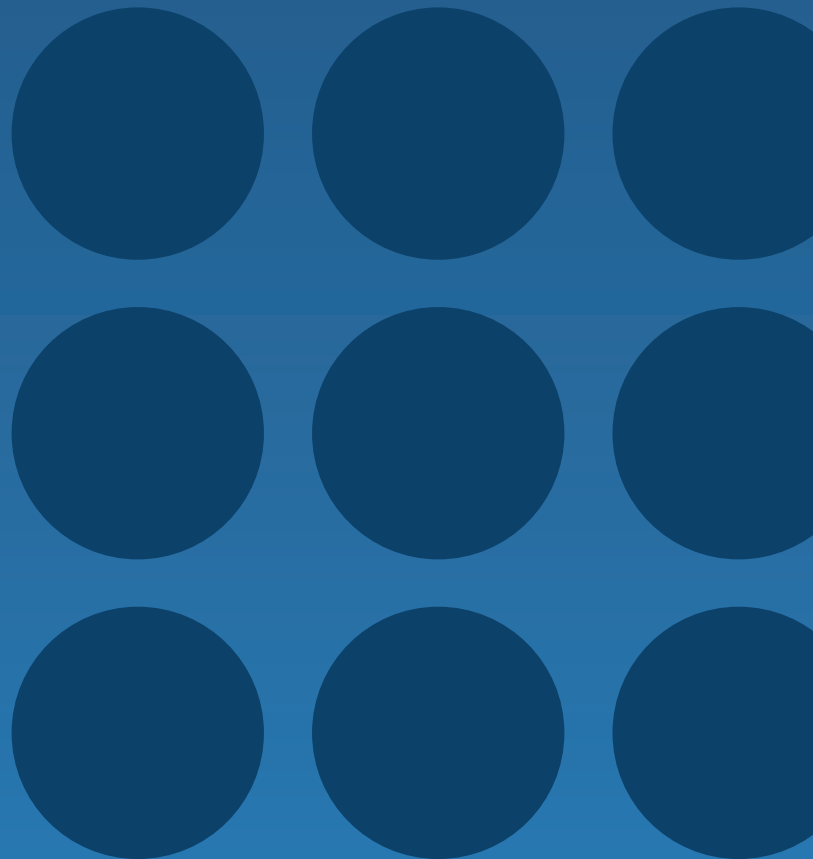


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Section 1

INTRODUCTION

Tribe's perspective



TRIBE'S PERSPECTIVE

We have the benefit of an outsider's view, so we notice things that those inside the organization may not. But we've also seen behind the curtain in more than 100 companies, so we bring a high level of familiarity with common issues. Tribe has worked in internal communications for over 20 years, starting in 2002 with Porsche and UPS.

Since 2009, we've focused our practice exclusively on the employee audience. Over the years, we've worked with some of the world's largest companies and most well-known brands, from Amazon to Cargill and Levi's to Coke.

In the practice area of healthcare HR communications, we've partnered with large and small health systems, including Baptist Health South Florida, Children's Healthcare of Atlanta, Piedmont Healthcare and John Muir Health.

Whatever your internal communications challenge, we've probably seen it before. What's different about every engagement Tribe takes on, and what makes the work so interesting to us, is the culture of each client.

This insight booklet shares some of the learning we've gained over our decades of experience. We hope it offers you an idea or two, or maybe a new way of approaching your healthcare communications.

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Section 2

ONE CULTURE WITH ROOM FOR INDIVIDUALITY

Leveraging what healthcare employees
have in common



● BACKGROUND

Baptist Health is one of the largest health systems in Florida and had grown very quickly through acquisition. The system had 12 hospitals, 50+ urgent care centers and nearly 30,000 employees. The system was struggling to integrate recently acquired hospitals and help employees understand both the Baptist Health culture and the advantages of being part of this well-regarded system.

The individual hospitals and business units were allowed to run autonomously. The culture of each hospital emanated largely from the leader of that unit. We learned that the individual hospitals each had their own individuality that they hoped to maintain — a community hospital in the Keys had a very different feel from Baptist's flagship hospital in Miami.

THE CHALLENGE:

Drive a unified culture that embraces local differences

Our goal was to build an employer brand to support an intentional culture that could accommodate the individual feel of each hospital — and communicate the value of being part of the larger entity of the Baptist Health South Florida system.

Through acquisition, Baptist had quickly grown to 12 hospitals, 50+ urgent care centers and nearly 30,000 employees.

● DISCOVERY

Stakeholder interviews and employee focus groups

To better understand stakeholders' goals for the employer brand, Tribe interviewed more than 20 leaders, including the CHRO, COO, heads of hospitals and others invested in the culture of individual hospitals and the overall Baptist Health culture.

We also met with employees to get their input. Tribe held a dozen employee focus groups that included a wide cross-section of function, tenure and location. Concurrent with the Discovery interviews and focus groups, the Tribe team immersed themselves in a comprehensive collection of existing communications and documents to better understand the nuances and current state of Baptist Health.

The audience matrix provides important insights

Building a high-level audience matrix of where each employee sits in the organization, both by location and org chart, gives us important information about their roles and physical realities. This helps us understand when and where they may be most receptive to communications and how groups of employees might be segmented together. This can be particularly beneficial within complex healthcare systems.

Tribe's discovery process is designed to identify the gap between leadership's goals and employees' reality. Our communications strategy addresses how to close that gap. Along the way, Tribe also develops a clear sense of what differentiates the organization as an employer of choice as well as the DNA that defines the culture.

THE GAP:

The Discovery Process helped identify a gap between stakeholders' desire to create pride in working for the well-regarded Baptist Health brand and employees feeling more connected to their individual locations. The goal of the employer brand would be to close this gap.

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STRATEGY

**No matter where they work,
most healthcare employees are
driven by their desire to help**

Focus on the power of what Baptist Health employees have in common, while allowing for individual differences in local culture.

Tactics:

- Develop an employer brand
- Prepare managers to launch the employer brand with their teams
- Introduce the employer brand on the intranet
- Thread the employer brand through other internal communications



STEAL THIS INSIGHT:

Building an employer brand doesn't mean demanding that all employees conform to one specific personality of care or style of connecting with others. It's about attracting the right candidates for the culture and reminding employees of the emotional reasons they choose to work here instead of anywhere else.

EMPLOYER BRAND

The employee rallying cry

This employer brand allows for individual differences in various locations but inspires employees with their shared professional goal: to help patients heal.

WE'RE ALL IN

We're all here for the same reason: to help our patients heal. We're fully committed to delivering the highest level of care, and we're dedicated to reaching people throughout our communities.

We're spread all across South Florida, in hospitals with different histories and even slightly different cultures, but we're united in our commitment to the BHSF mission, vision and guiding principle.

We're driven to be a national and international leader in healthcare innovation. We're working to make South Florida a healthier place for everyone — regardless of their ability to pay.

We're united in our sense of responsibility for being the preeminent healthcare provider in the communities we serve. We're all in.



PRO TIP:

When the language of an employer brand speaks to employees' pride in their professions, and how they work together as a team for the right outcomes, it promotes the heroism inherent in what they do.

EMPLOYER BRAND GUIDELINES

Graphic guidelines for internal communications

Typography

The two primary fonts used in the employer brand are similar to the fonts used in the external brand. Both Archivo and Roboto can be used in both print and digital applications.

ABC

Archivo Black

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

ABC

Roboto Light

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

ABC

Roboto Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

ABC

Roboto Condensed Light

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

ABC

Roboto Condensed Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

STEAL THIS INSIGHT:

Internal brand guidelines should echo the brand guidelines used for advertising and marketing in the outside world, but possibly include a few expansions of color palettes, fonts or graphic treatments to indicate that those communications are speaking directly to employees.

Internal brand guidelines are just as important as the brand guidelines used for advertising and marketing in the outside world. The Baptist Health brand is well-established in South Florida, with its range of greens and the pineapple motif, so the guidelines for the employer brand built on that existing foundation.

“Every time we open our mouth, I want to be sure it’s on brand.”
SVP and Chief People Officer, Baptist Health South Florida

How to use

The employer brand promise frequently appears on employee-facing communications. It’s used as a free-standing mark. Please do not use as a lockup with the Baptist Health logo.



ON WHITE

ON COLOR

Primary colors

The primary color palette uses the signature Baptist Health green as well as two other greens from the external palette. It introduces one new color, Classic Blue (Pantone’s 2020 Color of the Year) to anchor the greens and serve as a subtle cue to employees that the conversation is internal.



Primary

Baptist Green

CMYK: 100 0 67 47
RGB: 0 106 81

Lime Green

CMYK: 45 5 88 0
RGB: 152 194 84

Classic Blue

CMYK: 100 76 25 0
RGB: 15 76 129

Seafoam Green

CMYK: 51 0 43 0
RGB: 125 202 169

Secondary colors

The secondary palette also relies on many of the external secondary colors but introduces more warm tones. The Baptist Health employer brand is very warm and welcoming and we want to signal this with the colors we use, rather than using only cooler tones.

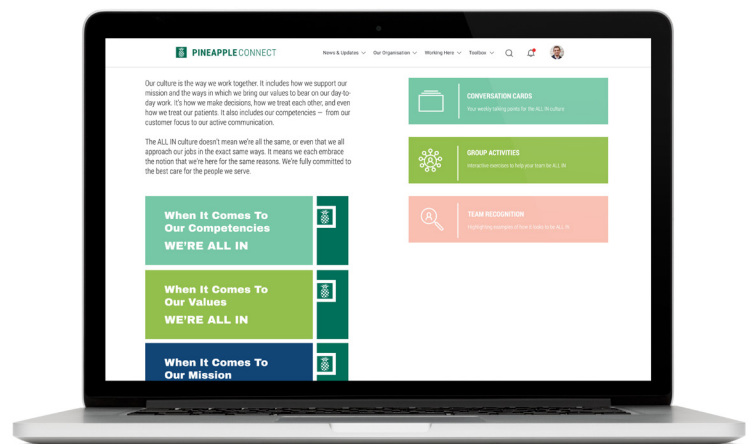
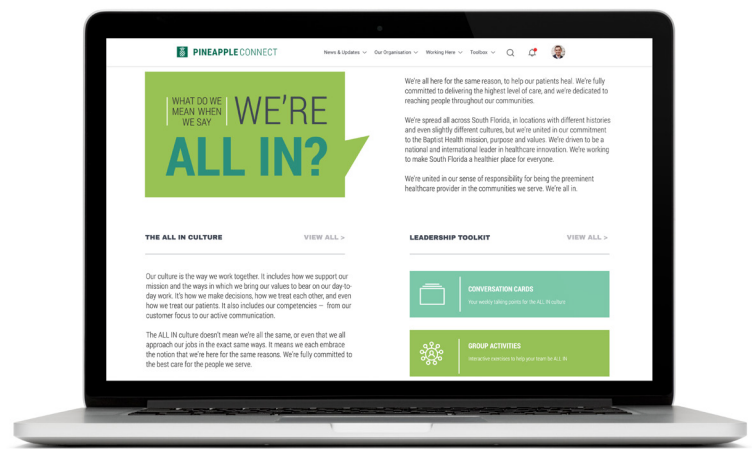
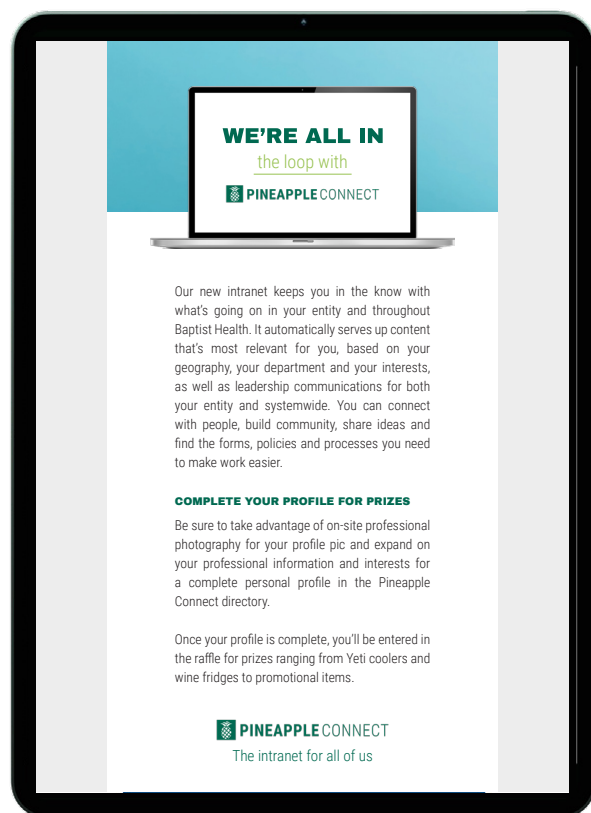
The warm tones are somewhat suggestive of skin tones, with bronze, tan and blush. The mustard yellow completes the warm secondary palette.



INTRANET LAUNCH

The new intranet was a launching point for the employer brand

Tribe managed the intranet vendor selection process and teamed up with the IT organization to develop the platform. This was followed by a launch campaign to build and sustain employee traffic.



STEAL THIS INSIGHT:

For healthcare workplaces, the intranet is an important hub but not the complete solution, since many employees aren't sitting at computers.

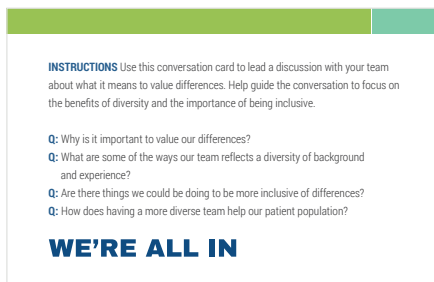
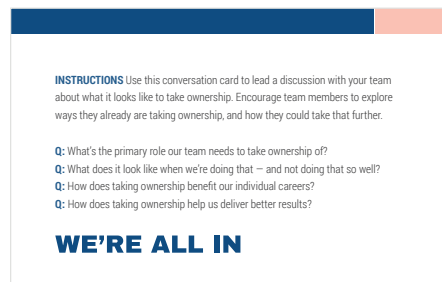
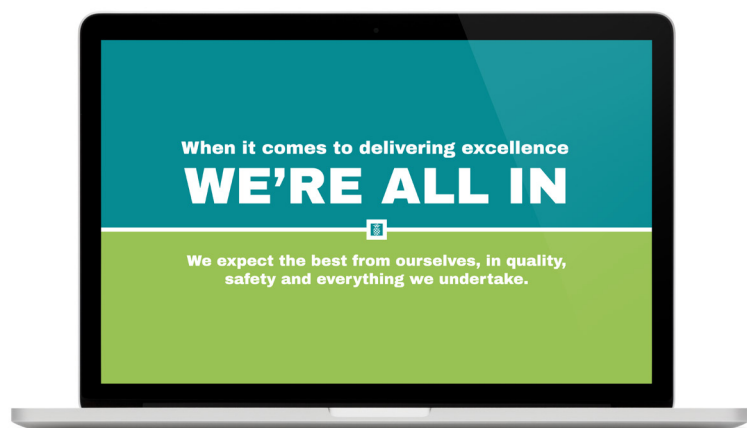
MANAGER TOOLS

An online resource for launching the internal brand

Helping managers feel in the loop and equipped to launch the employer brand within their own teams.

STEAL THIS INSIGHT:

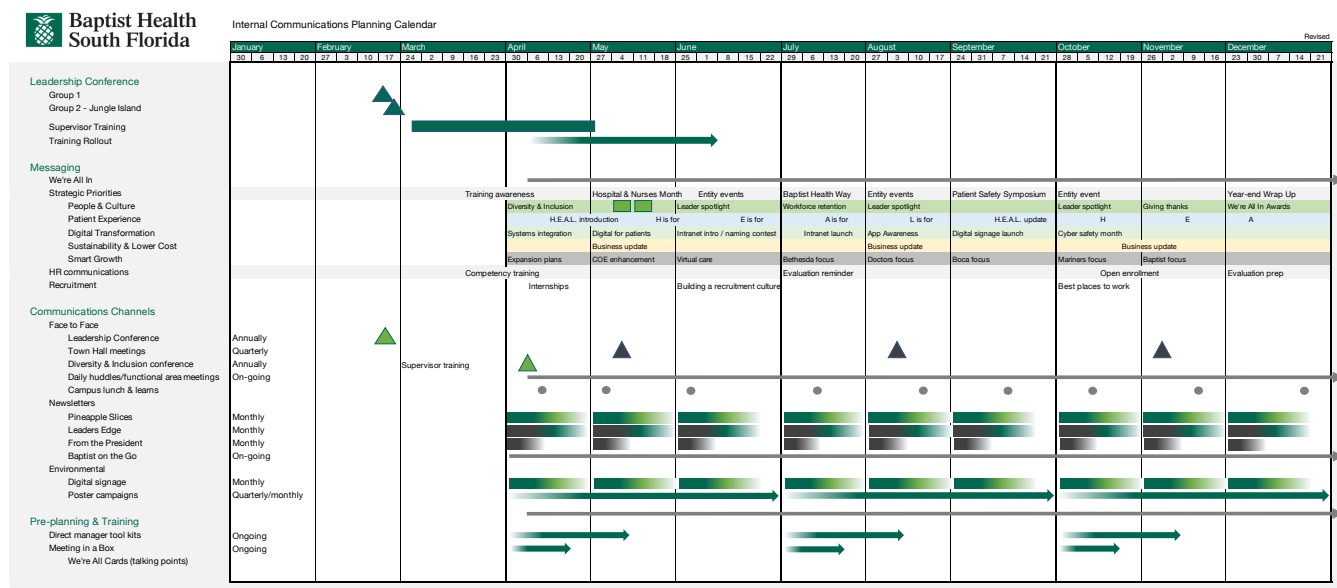
Help managers feel more comfortable communicating with their teams by providing a range of communications tools to accommodate various workplace environments (from the corporate office to the ER) and different communication styles, from group activities to printed materials.



CALENDARIZATION

Connecting across worksites and digital limitations

An important recommendation was to develop a messaging cadence and nominate an internal communications sheriff responsible for managing consistent internal communications throughout the organization.



STEAL THIS INSIGHT:

The audience matrix is important prework for building the calendar. It helps us make sure the communications important to different audience segments are shared through a channel that actually reaches that segment.

Section 3

COMPETING AS AN EMPLOYER OF CHOICE

Raising awareness of robust benefits investments



Baptist Health
South Florida

● BACKGROUND

Although Baptist Health South Florida had long been known as a coveted career destination in the healthcare community, the organization was suddenly facing unprecedented attrition.

After the pandemic, healthcare employees were burned out, exhausted and struggling — professionally and personally. They were likely in need of benefits that they'd never needed before — like mental health support.

The Chief People Officer felt that Baptist wasn't getting proper credit for the hundreds of millions of dollars they were investing in total rewards and benefits. Despite being consistently recognized as one of the 100 Best Companies to Work for in America, employees were leaving to take positions in other healthcare systems that might pay slightly higher hourly rates.

THE CHALLENGE:

Make benefits more visible and easier to access

Our Discovery Process revealed that employees were having a difficult time finding the benefits they needed. On the intranet, they had to navigate over 27 different pages listing various benefits, depending on which HR team was responsible for specific offerings. Employees who were already exhausted and stressed didn't have the patience or energy to dig through the myriad of links.

The CHRO felt that Baptist wasn't getting proper credit for the hundreds of millions of dollars they were investing in total rewards and benefits.

BUILDING ON THE EMPLOYER BRAND

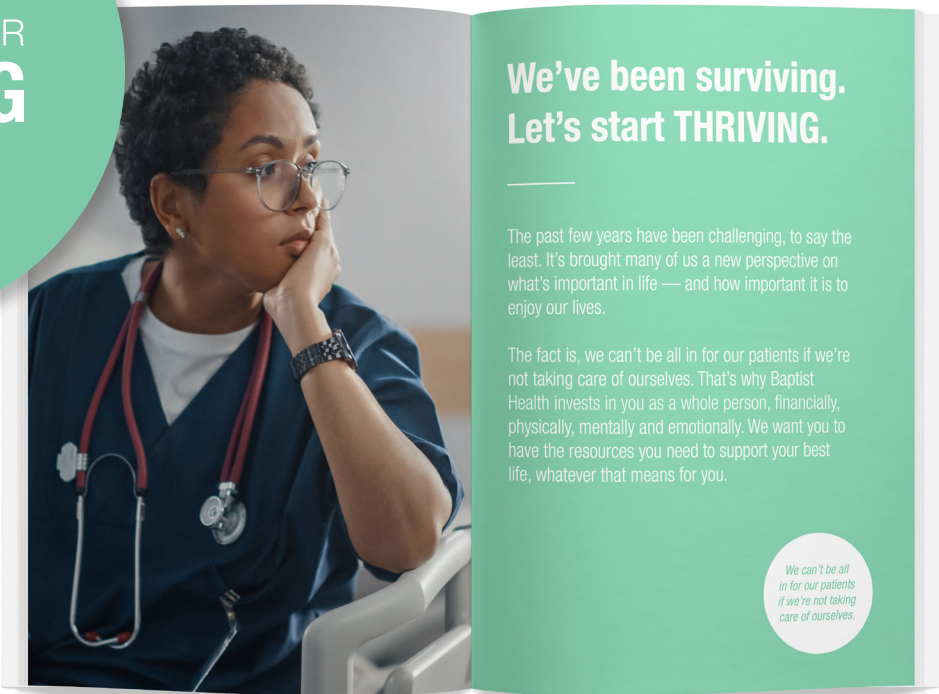
As conditions change, the rallying cry can adapt

Employer brand rally cries that are somewhat open-ended can have longer lives because they can accommodate new topics or messaging.

STEAL THIS INSIGHT:

An employer brand becomes more powerful when it can evolve and adapt to changing conditions or communications needs.

WE'RE ALL IN FOR
THRIVING



BUCKETING BENEFITS

Total Rewards from the employee's perspective

Rather than rebuild the Total Rewards and benefits pages of the intranet, we added a landing page overlay that organized offerings by employee need rather than HR org structure. We gave employees a shortcut by creating four categories or buckets: Total Rewards, Career, Body and Soul.

We also leveraged the language of the employer brand to anchor these benefits communications with the campaign line: We're All In For Thriving. After getting through the stress and overwork of COVID, we wanted to remind employees of Baptist's desire to see them thrive in all areas of life.

An important element of the positioning included action statements that left the responsibility for thriving in the control of the employee — Be Well, Be Successful, Be Connected, Be Secure.



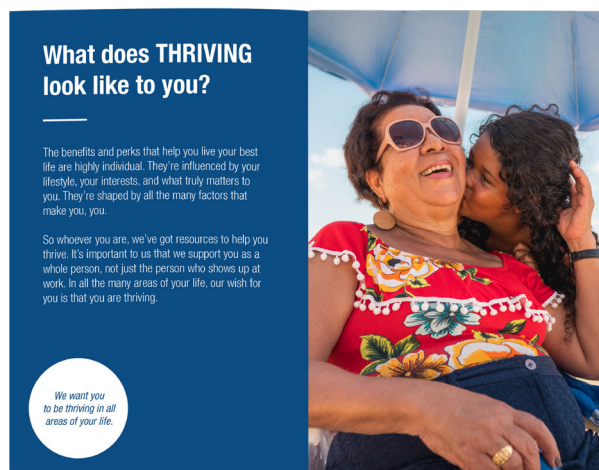
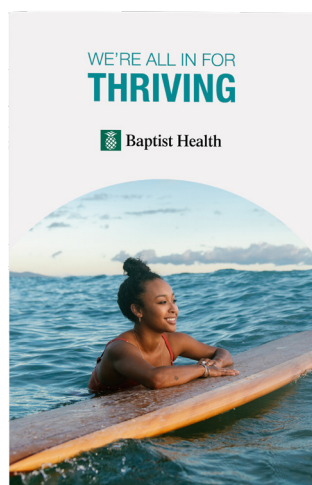
STEAL THIS INSIGHT:

It seems obvious to structure communications based on how it might be easiest for employees to access the information they need, and what's stopping them from finding what they need now, but it takes some knowledge of the employee experience to do that.

HOME MAILER

Informing the whole family

Although it's expensive to mail a piece of collateral to the homes of 30,000 employees, it was an investment that made sense in this case. We wanted the launch of this new approach to benefits to be visible and tangible to employees, but we also wanted their significant others to be in the loop, since it would impact the entire family.



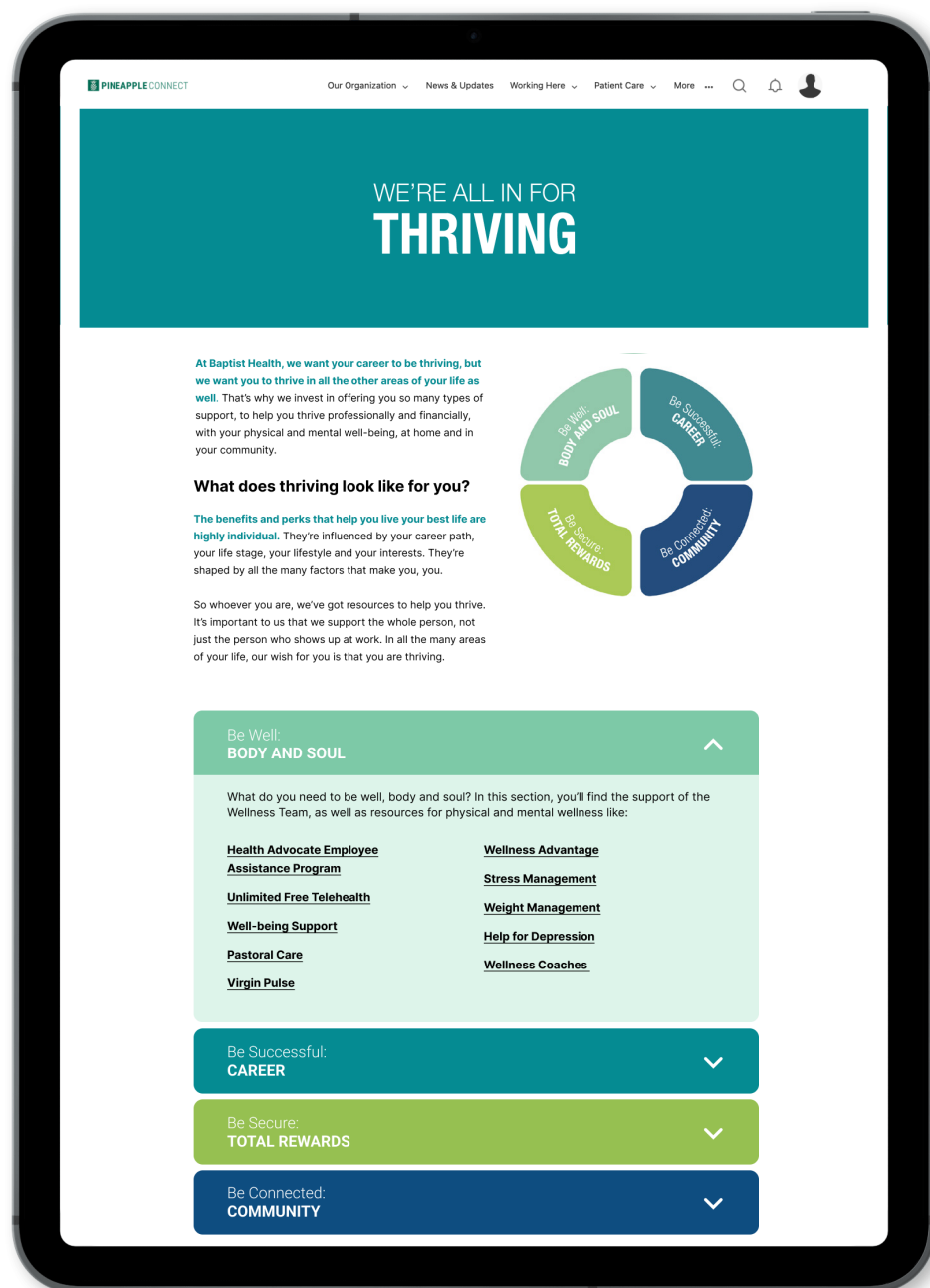
STEAL THIS INSIGHT:

Total Rewards impact more than just the individual employee. Old-fashioned snail mail can be the best way to reach spouses, partners and family members. By making Open Enrollment or other benefits topics visible, you can then send them online for more information.

INTRANET

Four funnels to the benefits they need

Assigning each of many, many types of benefits (ranging from the 401(k) to bereavement leave to emergency childcare) to one of the four categories was a complex task, but one we successfully tackled in partnership with our clients. Some benefits, such as tuition reimbursement or parental leave, might appear in more than one category.



STEAL THIS INSIGHT:

Remember that not all employees will be accessing the intranet on their computer. Try it out on tablets and phones to see what the intranet is like in those formats.

ONGOING COMMUNICATIONS

For open enrollment and beyond

The Thrive campaign was later applied to other communications across the year, from Open Enrollment videos, mailers and signage to individual campaigns, such as a focus on retirement savings or a new Well-Being initiative.



STEAL THIS INSIGHT:

Using the employee communications provided by your benefits partner saves money but is usually a mediocre solution. Create more authentic and effective communications that are based in your own branding — and sidestep those cliché stock photos, like a dad with a kid on his shoulders walking through a wheat field at sunset.

Section 4

5 TAKEAWAYS

Parting thoughts from Tribe's experience

1

Healthcare employees are moving targets

Very few employees of healthcare systems are sitting in front of a computer all day. It can be helpful to walk through a typical day in a range of roles, to find touch points or opportunities to connect or communicate.

2

If it's digital, it can be invisible

Just because you post it on the intranet or send via email doesn't mean healthcare employees will see it. You may need to find ways to drive them to the online content, possibly through low-tech communications that are more visible.

3

Show that corporate sees them

An ongoing stream of communication from the system's top executives helps build system-wide connection, and helps employees know they're visible and valued. If top leadership communicates system-wide only when there's bad news, it's more difficult to build that positive sense of connection.

4

Bring it back to the patients

Most healthcare professionals are there because they care about helping patients heal. When you're introducing change, tie it back to how that change can improve the patient experience, if you can.

5

Take care of the caregivers

Healthcare employees are often the caregivers in other areas of life as well as at work. Let them know the many tangible (and intangible) ways in which the organization supports them in taking care of themselves. It can also help to recognize how much weight rests on their shoulders.

Section 5

WHY TRIBE?

When considering support from an agency

If you're considering agency support, either for an isolated project or over the long term, we hope you'll consider Tribe.



We're a tiny global agency that's worked with some of the largest and most well-known brands in the world.



Our practice is entirely focused on internal communications. If it's a communications challenge related to the employee audience, we've probably seen it before.



We're familiar with employee audiences in an expansive range of industries including manufacturing, technology, healthcare, retail, hospitality, construction, finance and energy.



Our size makes us agile and responsive, so we can respond quickly and work comfortably on tight deadlines.

Section 6

REFERENCES

What our clients say

We're happy to connect you with Tribe clients whose communications challenges or industries match yours, but in the meantime, here are a few comments from client partners.



“We’ve never had a better agency experience. Tribe has been a true pleasure to work with.”

Justin Downs

Group Vice President, Operations, Wabtec Corporation



“Working with Tribe was like flipping a light switch for us — suddenly, our mission, vision and values weren’t just words on a wall, they became something our teams could actually see themselves in. They have a knack for pulling the DNA out of a company and turning it into something meaningful and actionable. The process was thoughtful, collaborative and, honestly, a lot of fun. I’d work with them again in a heartbeat.”

Lauralee Heckman

Director of Communications, The Lane Construction Corporation



“Tribe has been super easy to work with. They’ve been a great thought partner, and great at execution, which is clearly important as well. I feel Tribe is a part of Orveon. They know us better than any other organization that’s not internal.”

Robert Rigby-Hall

Chief People Officer, Orveon



“Tribe’s creativity in developing a comprehensive, yearlong, multimedia campaign was instrumental in bringing our vision to life. The collaboration was seamless, and their ability to customize our content and involve our employees made the messaging feel authentic and impactful. It was a pleasure working with such a smart, responsive and talented group of people.”

Jeremy Smith

VP and Global Information Security Officer, Avery Dennison



“Tribe has been an integral part of building our culture. Their plethora of expertise and knowledge makes working with them so easy. Tribe really gets it and produces great ideas and results.”

Paula Lamoureux

Global Internal Communications Manager, Ensono



“Tribe has been a trusted and valuable partner to us over the past several years on multiple tough-to-tackle projects. They have always taken the time to truly understand our corporate culture and our brand so that the solutions they provide are authentic to us.”

Chrissy Hughes

Senior Brand Manager, Holder Construction



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