

A Contrarian Take on Change

How to Leverage Stability to Create Change

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| Our Presenter

A Contrarian Take on Change: How to Leverage Stability to Create Change



Molly Cate | Founding Partner | Chief Innovation Officer |
Jarrard Phillips Cate & Hancock

Today's Session

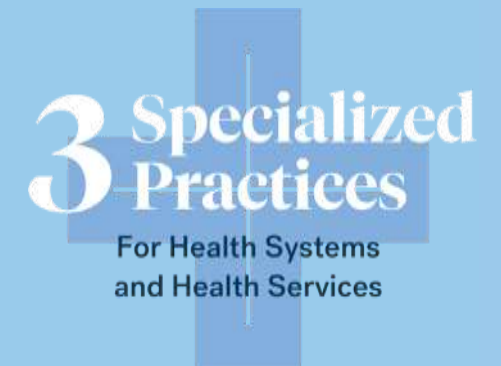
- » A New Playbook for Making Change
- » Today's Change Environment: Where People Are Today
- » Leveraging Stability to Create Change
- » Looking Ahead



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Trusted strategic communications consulting
devoted to healthcare providers



Our Services



Strategic Positioning

Launch or reposition your brand and elevate your reputation to attract the talent and financing you need, to earn or restore trust and to capture opportunities to change healthcare.



Issue Navigation

Prepare for and protect your organization's reputation through issues like government investigations, data breaches, certificates of need, labor issues, medical errors and other high-stakes moments.



M&A

Align with partner organizations quickly and with great support to advance your mission, prepare to integrate, protect your reputation and close deals on time.



Change Management

Tell a powerful story and adjust the cadence of change so your employees and stakeholders are inspired by your vision, understand upcoming priorities and support decisions that help you meet your goals.

SECTION I:

A New Playbook for Making Change

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Pre COVID-19: Change Playbook



Create Urgency



Articulate
Outside Threat



Share Dire
Consequences

Now: Change's New Playbook



Provide Stability



Leverage MV&V



Honor Caregivers

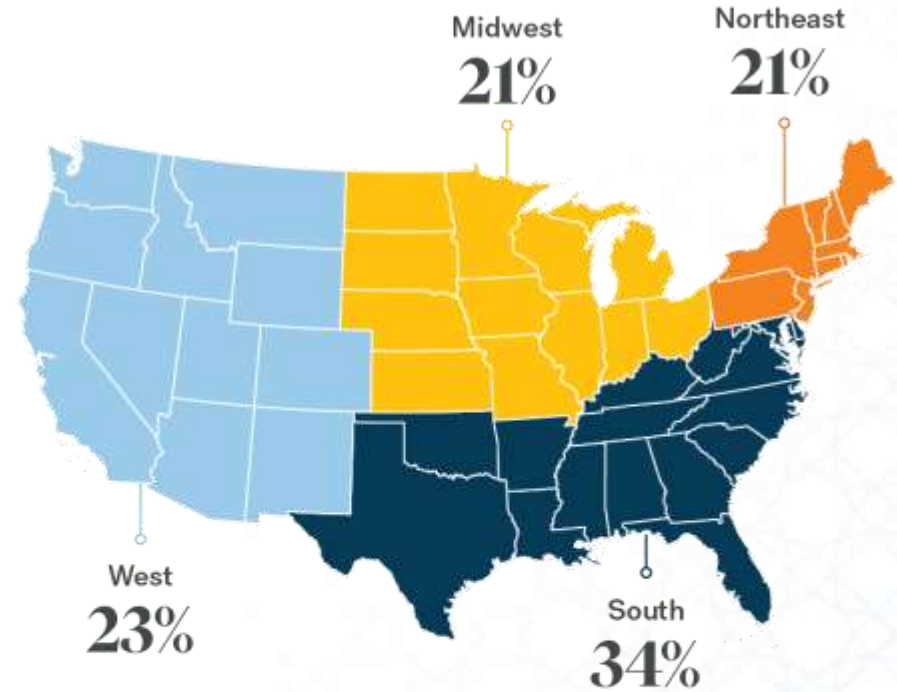
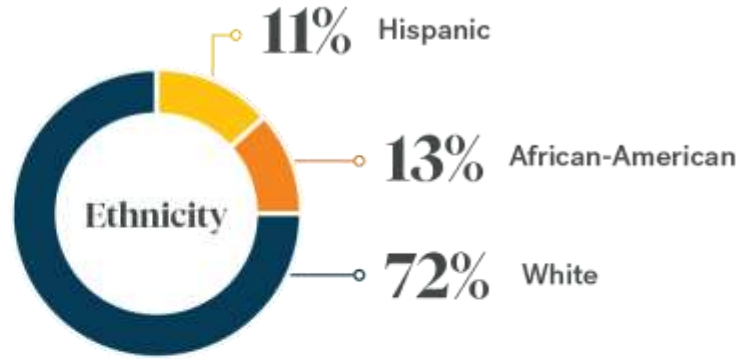
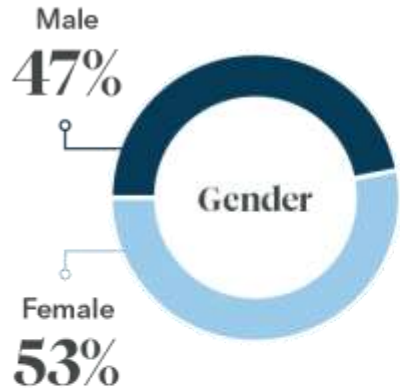
SECTION II:

Today's Change Environment

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Demographics



Age

31%	18 - 34
19%	35 - 44
16%	45 - 54
18%	55 - 64
17%	65 +

Education

28%	High School or Less
25%	Some College
31%	College Graduate
16%	Post Graduate

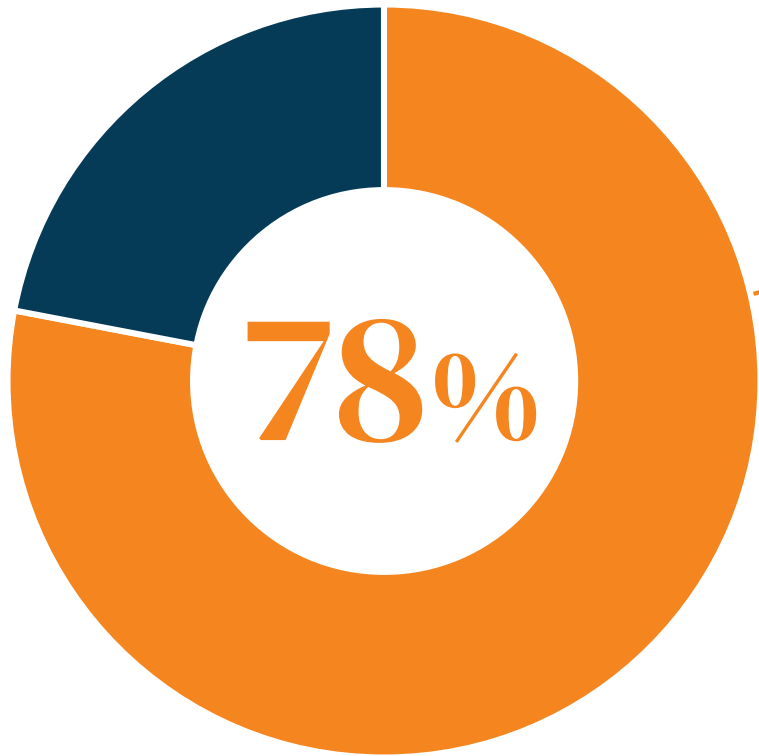


34%
Are Parents



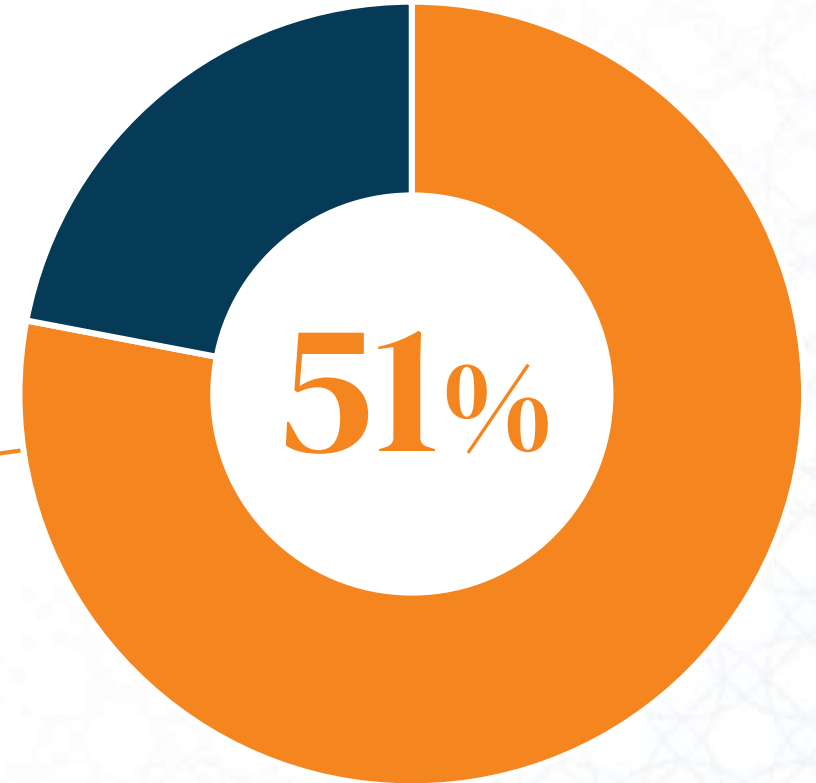
Urban	Suburban	Rural
38%	48%	12%

Our Collective Mindset

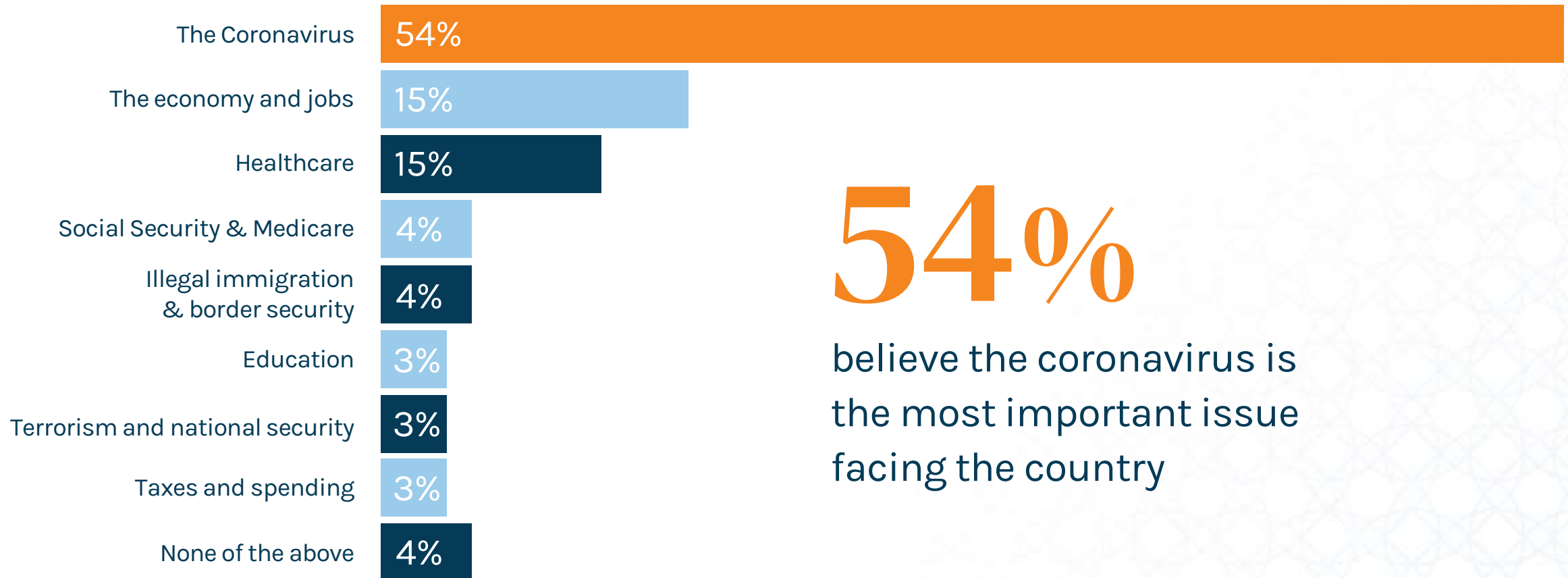


78% are worried they or someone in their immediate family might catch the coronavirus

51% rated their feelings of safety in a healthcare facility as a 5 or lower on a 10-point scale.



Our Collective Mindset



Our Collective Mindset



45%

had a change in their employment status due to the outbreak

27%

say they or someone in their household lost their job

25%

experienced cuts in compensation

Healthcare's Biggest Changes: **Telehealth**

TELEHEALTH PATIENTS PER DAY

Pre-COVID

100

Now

600+

Change & Uncertainty: Unemployment

IN HEALTHCARE

1.5 Jobs were lost in
MILLION February – April¹

In March, hospital
margins fell by
more than² **100**
PERCENT

OUTSIDE OF HEALTHCARE

52.7 Americans filed for
MILLION unemployment
insurance

Unemployment rose higher in three months of
COVID than it did in two years of the Great
Recession³

Change & Uncertainty: **Mental Health**

ROUGHLY

1/4

of American adults met criteria that psychologists use to diagnose serious mental distress and illness

TRANSLATES TO A

700%

increase when compared to pre-pandemic data (2018)

Change & Uncertainty: **Mental Health**

5%–7%

of Americans met the criteria for a diagnosis of depression, during pre-pandemic life¹

¹Hamblin, James. "Is Everyone Depressed?" *The Atlantic*, Atlantic Media Company, 22 May 2020, www.theatlantic.com/health/archive/2020/05/depression-coronavirus/611986/.

A recent study shows about

50%

of the US population is currently experiencing depressive symptoms²

²Liu S, Yang L, Zhang C, et al. Online mental health services in China during the COVID-19 outbreak. *Lancet Psychiatry*. 2020;7(4):e17-e18. doi:10.1016/S2215-0366(20)30077-8

Change & Uncertainty: **Civil Unrest**

More than

4,211

cities have experienced protests. This includes all states, territories and Washington, D.C., plus more than 60 international countries¹

Number of people in US who said they protested, according to polls:

26 Million

Kaiser Family Foundation

23 Million

Civis Analytics

18 Million

NORC

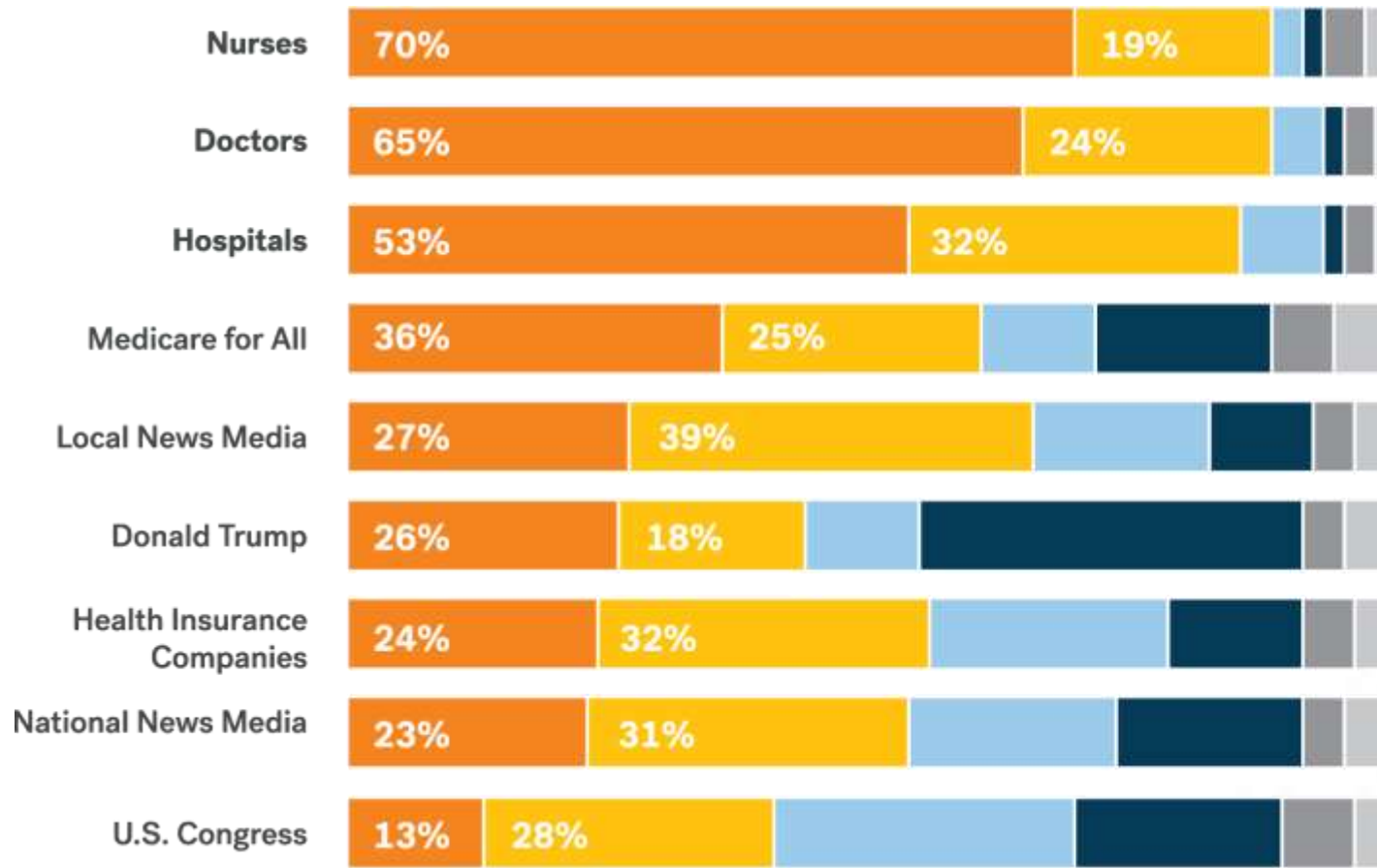
15 Million

PEW

Healthcare providers and hospitals are the **most trusted** sources of information on critical healthcare issues

A Bright Spot

A Bright Spot



85% +
 favorable opinion for
 Nurses, Doctors and
 Hospitals



SECTION III:

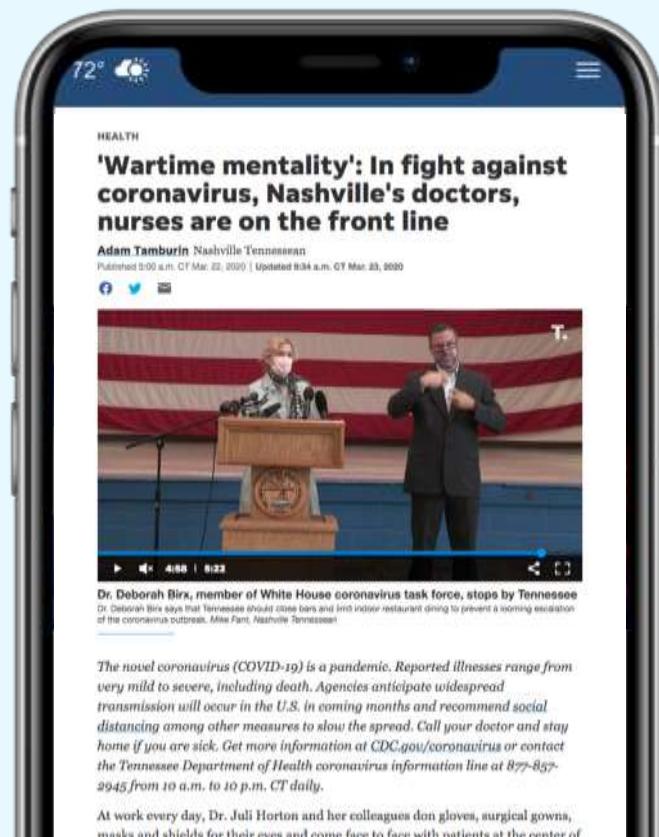
Leveraging Stability to Create Change

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Shrink Time and Change



"We seem to be at a new temporary normal," said Dr. Corey Slovis, chairman of emergency medicine at Vanderbilt. "We'll see how long that lasts."

Shrink Time and Change

- » Strategy shift = series of sprints vs. a marathon
- » Identify what hasn't changed for your organization
- » Small steps vs. bold moves
- » Separate facts from fear



Double Down on Perennials



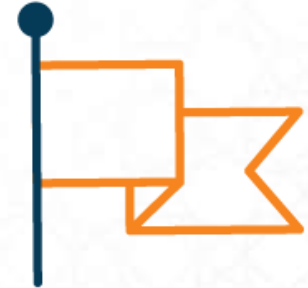
At Lee Health, we strive to live by the ExceptionalLee Promise, which states: “We promise to listen and communicate effectively, embrace empathy, act with compassion and continually improve care – creating a safe, comforting and healing environment for our patients, their families and each other.”

This standard of kindness, empathy and compassion is meant for everyone and can lead to more than physical healing. We firmly believe the Promise is something we can all embrace now more than ever.

Dr. Larry Antonucci, CEO Lee Health

How To: Double Down on Perennials

- » Lean on your mission, vision and values
- » Turn to guiding principles vs decisions
- » Highlight your organization's impact on larger issues



Honor Your Caregivers



We're safe. We're ready.
We're always here to care for you.

At Parkview, the health and safety of our patients and staff will always be our priority. That's why we've added even more safety measures as we reopen our physician offices and resume more hospital services. At every Parkview facility, you'll find:

- Enhanced cleaning procedures
- Visitor restrictions
- Appropriate personal protective equipment on all patients and staff members
- Patients being screened for COVID-19 symptoms before and on arrival
- Precautions to keep those who are showing symptoms separate from others.

While the world around us is different right now, one thing will never change: our dedication to you. We're safe. We're ready. And we're proud that our family continues to care for yours.

For safety information and details on facility updates, visit parkview.com/covid-19.

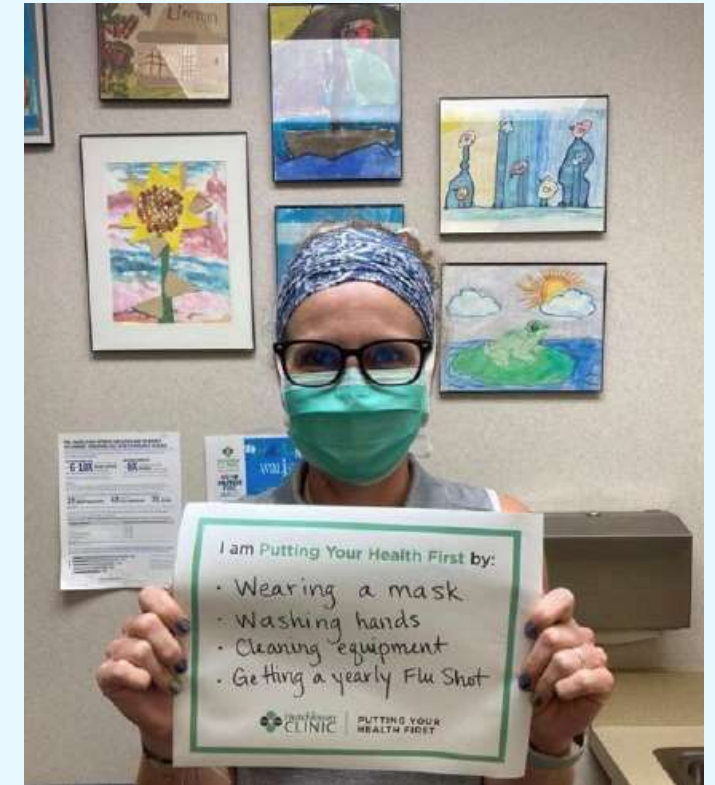
PARKVIEW
We believe in better.

Why Honor Your Caregivers?

- » COVID-19 has reminded us of what/who is important
- » Motivation = the higher calling aspect of healthcare
- » People must see themselves in change, transformation
- » Clinicians' voices have clout



Redefine the Wins



Redefine the Wins

- » Inherent desire to be successful in all of us
- » How has the pandemic changed your “wins”?
- » Show your workforce how win in COVID-19 environment



Celebrate the Wins



St. Luke's to little girl who wrote them letter: Thank you



Her letter: "Hi, my name is Genna. I am in the 3rd grade. I think you guys are doing Great," the letter says. "I have been washing my hands and I am not touching face. I know you are doing your best to stop this."

Their response: "Her message was just what our health care teams needed to see and includes great advice for all of us," the hospital said. St. Luke's put photos of her letters out to the media in hopes of finding out the little girl's name and a couple hours later they were able to find who penned the letter.

Celebrate the Wins

- » The single best change accelerant!
- » More important than ever in today's heavy environment
- » Should flow/support your redefined wins



It Takes a Village



Allina Health 

“Learn as much as you can from the people doing the work and collaborate to the fullest extent possible.”

Dr. Penny Wheeler, CEO Allina Health System

It Takes a Village

- » Every successful change campaign needs a team
- » The best change teams reflect political advisory teams
- » Peer-to-peer involvement is more powerful
- » Be fluid, pivot and responsive



Over Communicate



Take 5 Reminders

Questions to ask yourself before you round with your team.

- 1 What is going on at our organization that my team needs to know about?
- 2 Has any new clinical guidance been provided that I can reinforce or clarify?
- 3 Have operational changes been made that my team should be aware of?
- 4 What communications should my team be on the lookout for?
- 5 How can I infuse gratitude in conversations with my team today?

Glens Falls Hospital

Leader Checklist

Stay connected to your frontline team daily through these 4 simple actions.



CHECK IN

Walk the floor, ask how they are, be present, be available



SHARE UPDATES

Use the Take 5 framework to share updates with your team and share positive stories of success/recovery



UNDERSTAND CURRENT CONCERNS

Identify existing concerns among the team and share them back with leadership to address



THANK AND ENCOURAGE

Take a few moments to express gratitude to your team and bolster their spirits with encouragement

Glens Falls Hospital

Over Communicate

- » None of this matters unless you communicate it
- » In change, communications is a behavior, not a tactic
- » Strategic approach to communications
 - » Set ground rules
 - » Prioritize stakeholders
 - » Messenger counts
 - » Leverage multiple channels
 - » Cadenced timeline
 - » Rinse, repeat (7x)



SECTION IV:

Looking Ahead

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Change is Here to Stay

**Modern
Healthcare**

**There'll be no 'back to normal' for
healthcare after COVID-19 crisis**

**Harvard
Business
Review**

INNOVATION

**How Hospitals Are Using
AI to Battle Covid-19**

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Entrepreneur

CRISIS MANAGEMENT

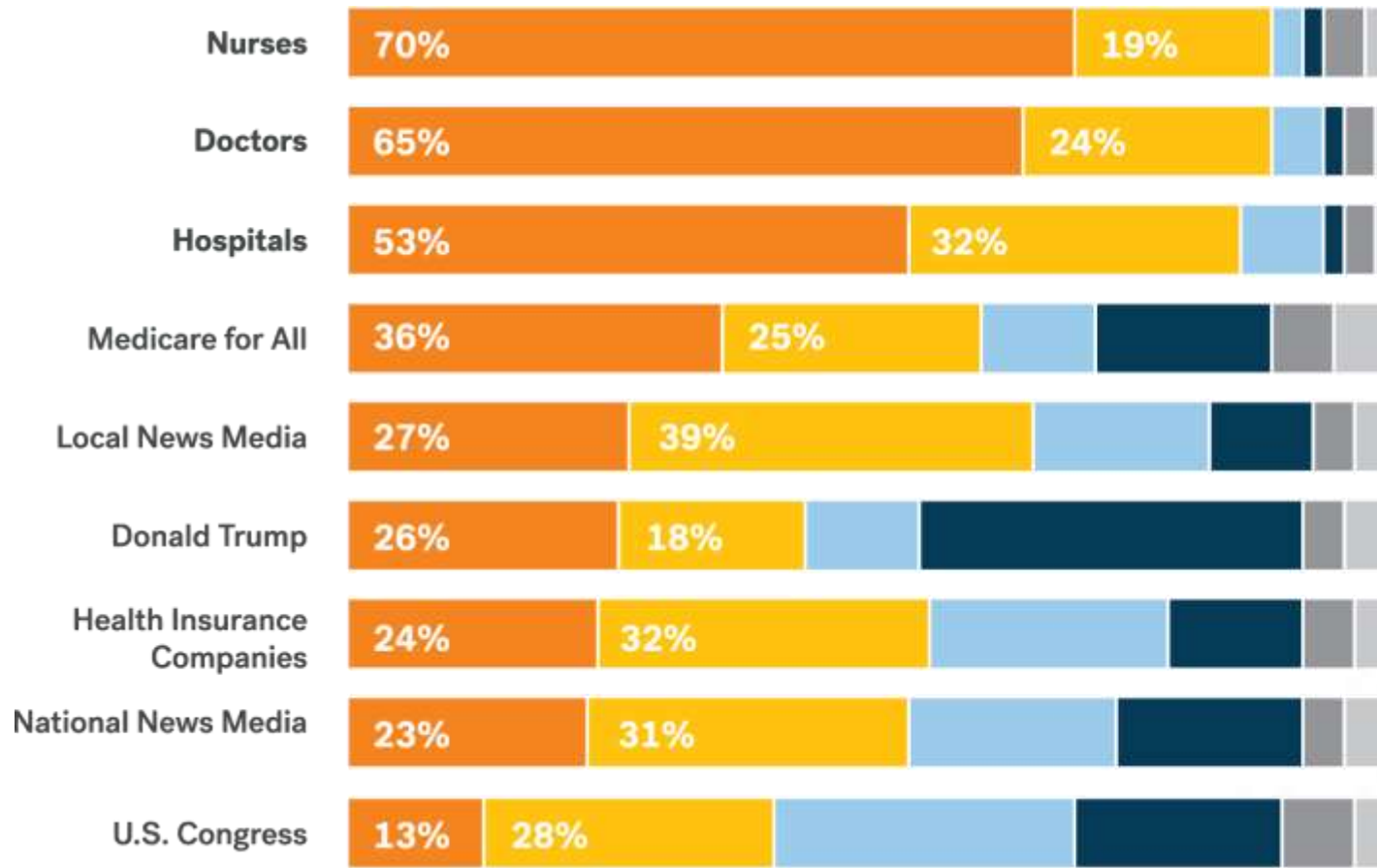
**COVID-19 Will Fuel the
Next Wave of Innovation**

This global pandemic will shape businesses for decades to come.

POLITICO

**Coronavirus Will Change the World
Permanently. Here's How.**

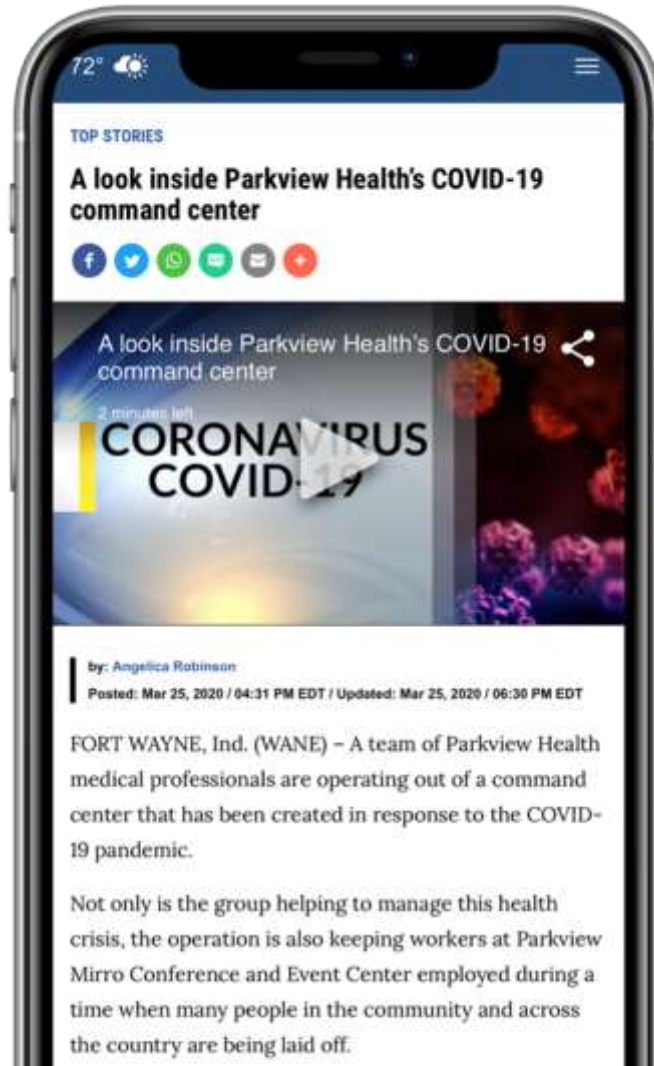
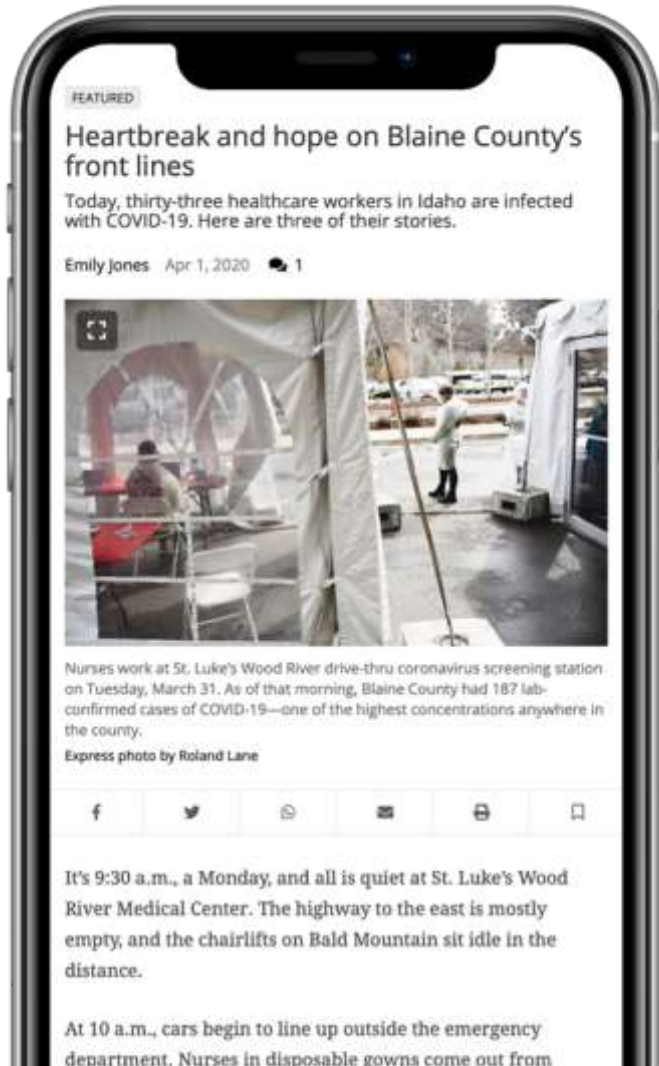
Lean Into This Moment



85% +
favorable opinion for
Nurses, Doctors and
Hospitals



You Have a Critical Role



Key Takeaways

- » It's time for a new playbook for change
- » To drive change and innovate, stabilize first
- » Leverage perennials unique to healthcare providers
 - » MVV
 - » Guiding principles
 - » Bigger impact
- » Lean into this moment!

Thank you...

Molly Cate

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