

A multi-pronged communication strategy

Oncology leaders and C-suite team up to relay organizational messages

Stark Health System's¹ approach to communicating about system re-organization

Cascading emails

- Oncology leader sends monthly updates on strategic performance and weekly KPI Report Cards to supervisors
- Supervisors send information to their teams



Daily huddles

- Oncology leaders attend daily team huddles to share updates directly with staff
- Staff ask questions about strategic decisions directly to leaders



Leader rounding

- C-suite executives round quarterly to increase visibility with staff
- Oncology leaders round monthly and post issues on spotlight report on their office doors



"Coffee and conversation"

- C-suite executives hold round forum to provide updates to all frontline staff
- Held across multiple dates and locations to increase attendance



Communication board

- Oncology leaders post regular updates on finance, quality, people, community
- Located in lunch room to be easily visible to all oncology staff



1) Pseudonym.



CASE EXAMPLE

Stark Health System¹

- Two-hospital health system based in the Midwest

- ▶ Health system and oncology leadership has taken a multi-pronged approach to increasing transparency with oncology staff about system-wide re-organization efforts and layoffs
- ▶ C-suite holds regular forums open to all system staff to relay updates and answer questions; oncology leaders host monthly staff meetings and attend daily team huddles as needed to share updates directly with staff and field questions
- ▶ Oncology leaders post general information and updates related to finance, quality, people, and community on a communication board in lunchroom easily visible to all staff outside of formal meetings
- ▶ C-suite and oncology leaders both do regular rounding to give them opportunity to have one-on-one conversations with oncology staff; oncology leaders include anything requiring follow up on a stoplight report posted on their office door (green items: completed, yellow items: pending, red items: can't be done)

1) Pseudonym.