



Never Let a Good Crisis Go to Waste:

How Marketing and Communications is Leading Change and Impact for “People” Priorities

Christine Albert, Chief Experience Officer, LCMC Health

Lin Macmaster, Vice President of Brand, Content and Creative Strategy, Providence St. Joseph Health

David Perry, EVP of Strategy, Bowstring Studios

Jennifer Wilkerson, VP and Chief Strategy Officer, Sheppard Pratt



***"Marketing is everything,
and everything is Marketing."***

Regis McKenna

Today's Discussion

Ask anyone in healthcare what's keeping them up at night and the answer is likely "people."

4 topics we're talking about today:

1

Strategy

Where to play a leading or supporting role in 'people' strategies

2

Structure

Matrixed, cross-functional, there's no *one size fits all*

3

Resources

In a 'do more with less' world, how to secure resources

4

Ideas in action

Real world examples of how to start and sustain change



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Today's Speakers

Panelists



Christine Albert

Chief Experience Officer,
LCMC Health



Lin MacMaster

Vice President of Brand,
Providence St. Joseph Health



Jennifer Wilkerson

VP and Chief Strategy Officer,
Sheppard Pratt

Moderator



David Perry

EVP of Strategy,
Bowstring Studios

“Organizations are increasingly competing to attract highly skilled personnel in various professional areas (Mahroum, 2000). There is a possibility that, in the future, competition for the best employees will be as fierce as the competition for customers. Organizations that can attract the best minds will have a distinct edge in the marketplace (Harari, 1998). Thus, just as marketing is seen as being too important to be left only to marketers, so too human resources is seen to be too important to be left solely to the HR function.”

(Berthon et al., 2005)

Past

How many of you have gotten requests like these?

- *I need a new nurse graduate flyer. Tomorrow.*
- *We need to organize a pizza party to say thanks to staff.*
- *I need you to write a different type of story for my philanthropy campaign.*
- *We need to recruit specialists at this conference tomorrow.*
- *I need a new way to connect our burned-out people with our purpose, our why.*

Past

Q: What was the Marketing - HR dynamic of your organization?

- Siloed vs. Collaborative Structure
- Transactional vs. Strategic

Present

- Responding to change
 - COVID impacts
 - Talent wars
 - New workplace expectations
 - Inflation & financial pressure
 - Nursing strikes
 - Recruiting challenges

Me trying to remember the last time we were fully staffed at work



Present

There's no playbook for this

All hands on deck response

Being asked to contribute in new and different ways

Q: How are your teams and roles evolving?

Q: What has gone well...and not so well?

Future – where do we go from here?

- We hear your voice: people-centered, data driven, collaborative
- Connect brand-culture-experience, operationally, for a lived consumer, staff, and community experience

Future: Employee Value Proposition case study

Each of you mentioned the importance of a strong brand—internally and externally—and employee value proposition.

Q: What does that look like in action?

Q: How do you know it's working?

Three key takeaways

1

**Connect
the dots.**

2

**Get
started!**

3

**Consistency
compounds.**



Questions?

Please be sure to complete the session evaluation!



Christine Albert
Chief Experience Officer
LCMC Health
christine.albert@LCMCHealth.org

Christine is passionate about connecting the dots between brand, culture, and experience.

From marketing and campaigns, to culture, recruitment, and organizational development, Christine takes a strategic approach to advancing brand and business objectives.

In her current role with a nine-hospital nonprofit system in New Orleans, Christine leads the Experience team, which includes HR operations, Recruitment, Organizational Development, Marketing and Communications, and Wellbeing.

Christine holds a variety of national and local leadership and board membership positions, including serving as Board Member and President Elect of SHSMD, and is an active presenter and contributor to leading industry publications.



David Perry
Executive Vice President of Strategy
Bowstring Studios
dperry@bowstring.tv

David Perry is the Executive Vice President of Strategy at Bowstring Studios, where he is a strategic advisor for video content creation within the education and healthcare sectors.

Prior to Bowstring, he was the principal and founder of Perry IQ, a marketing and strategy consultancy serving clients in healthcare and higher education.

David is pursuing a doctorate in Organizational Development & Change, with dissertation research focused on employer/institutional branding in nonprofits and the collaboration between the Marketing and HR functions.

He holds an MBA from Northwestern University's Kellogg School of Management and a BBA from the University of Kentucky.



Jennifer Weiss Wilkerson
Senior Vice President and
Chief Strategy Officer
Sheppard Pratt
jwilkerson@sheppardpratt.org

Jennifer Weiss Wilkerson, MHSA, FACHE, is vice president and chief strategy officer for Sheppard Pratt, where she is responsible for developing and implementing strategies to support the business development initiatives, including new programs and joint ventures.

Previously, she served as vice president of regional planning for MedStar Health, where she developed and implemented growth strategies for 10 hospitals.

Jennifer received her Master of Health Services Administration from The George Washington University and her Bachelor of Arts in Health & Society and Religion at University of Rochester. She is a Past President of the Society for Healthcare Strategy and Market Development.



Lin MacMaster
Vice President of Brand
Providence
linda.macmaster@providence.org

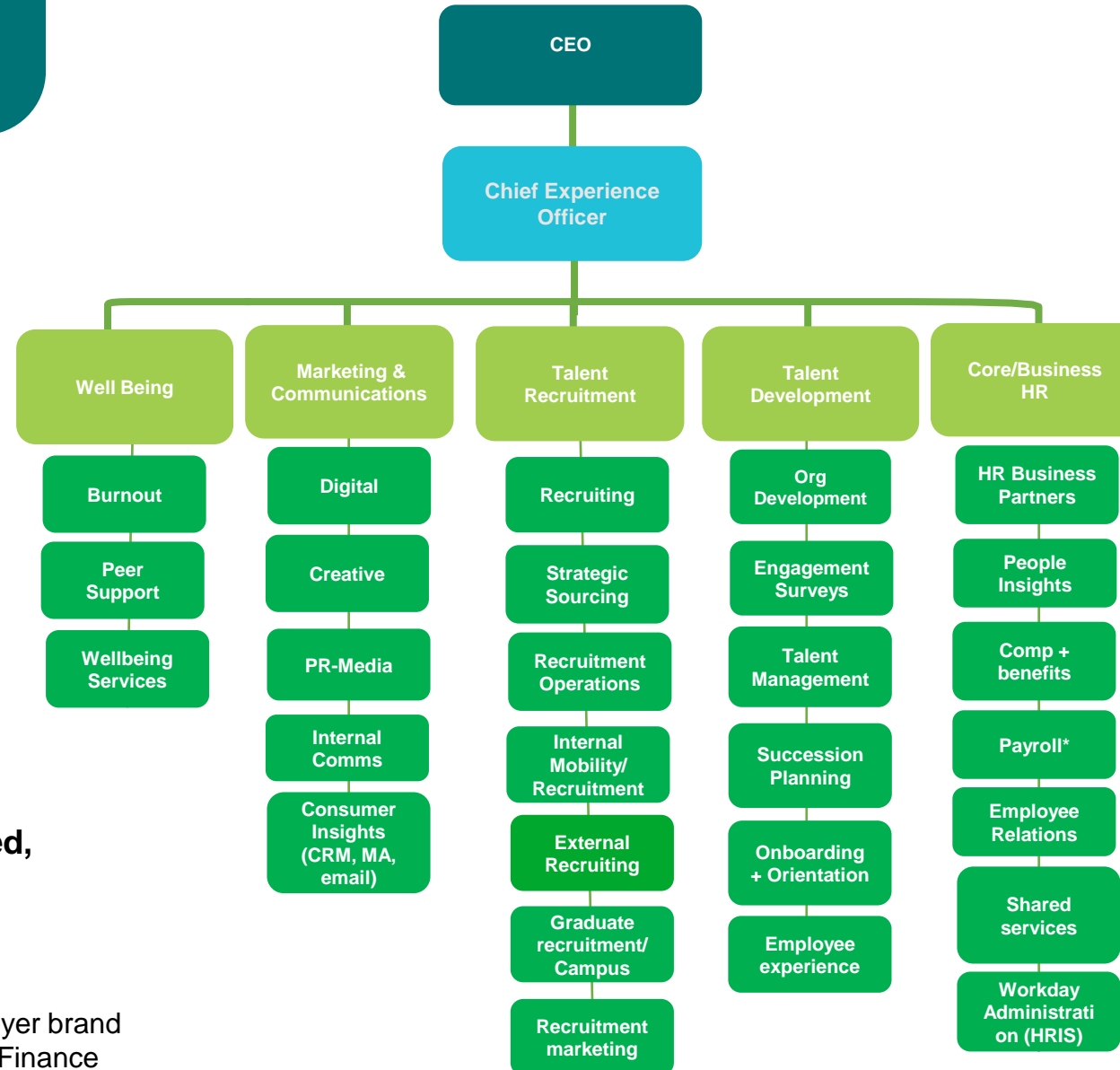
Lin has extensive experience leading Brand, Marketing, and Communications in both for-profit and nonprofit organizations. Currently, she serves as Vice President of Brand Marketing at Providence. Since May 2019, Lin has been unifying the Providence brand for over 120,000 caregivers and 51 hospitals across seven western states.

She built and led a team through strategy creation, physical asset deployment, and is now steering system-wide brand adoption. Lin is focused on developing both consumer and employer brands, having laid the foundation for brand strategy and is now advancing brand equity through experience and expression.

Before Providence, Lin held key positions including Chief Marketing Officer at Inova Health and Optum Health, and Chief Marketing Revenue and Communications Officer at the American Cancer Society. In each role, Lin has adeptly navigated organizational transformations from product-centric to customer-centric approaches, while enhancing brand and transforming marketing operations.



Org Structure: Experience Team

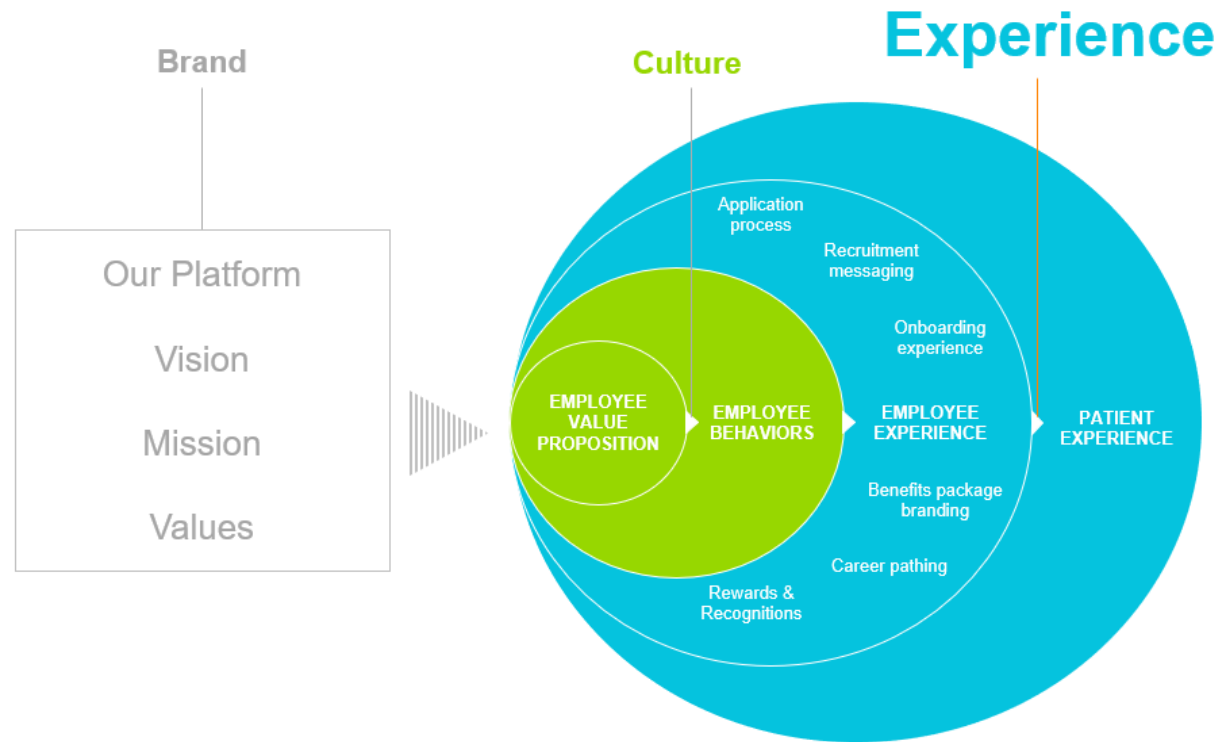


Structure delivers a consistent, connected, and differentiated experience for people

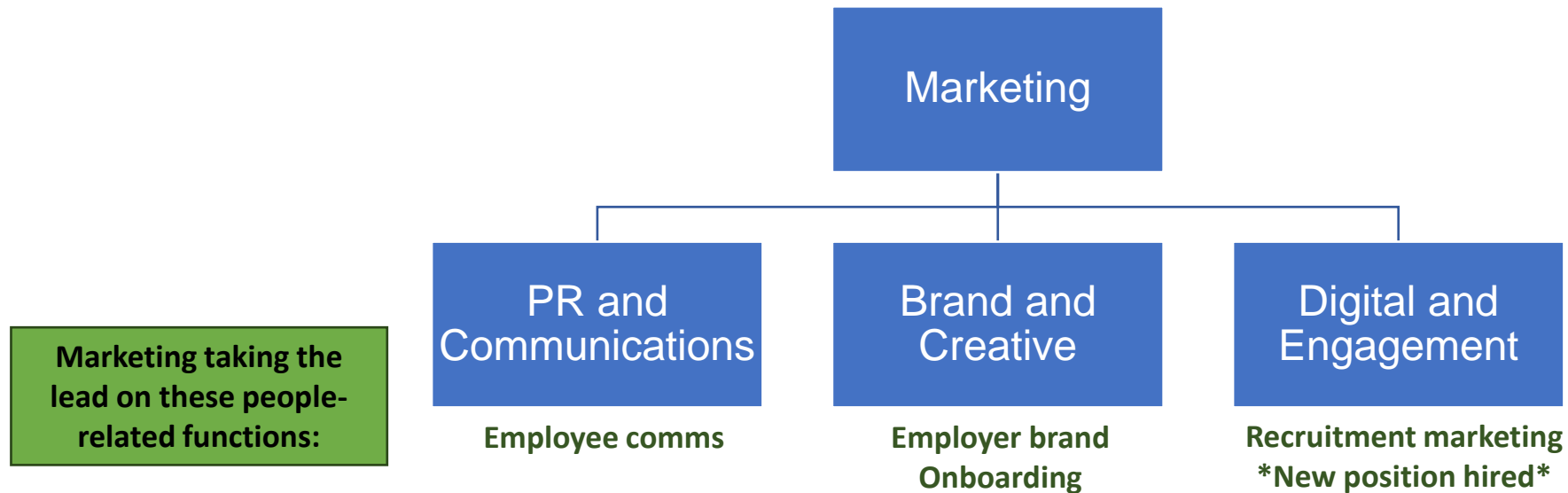
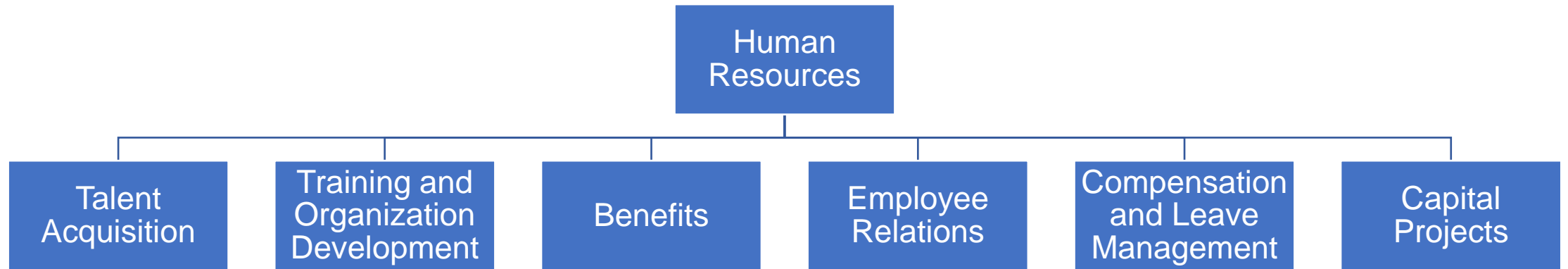
- Candidate and employee experience
- Succession planning and career progression
- Data and digital driven
- Unified Recruitment Marketing strategy & employer brand
- *Strong integration with DEI and connectivity to Finance

The Experience Team Vision

“Experience” is the sum total of our brand and culture: it’s how they’re felt by employees and patients in practice



Trying Something New



HR has a foundational partner in the strategic formation, implementation and operations of the Providence brand

Workstream	Purpose
Brand Strategy	To build a brand that is authentic to us and our mission, unique in the market, relevant to our audiences, and for which we will become famous.
Implementation	To effectively and efficiently activate the brand within each region and every owned facility, ensuring it comes to life consistently across all touchpoints

Core Functional Workgroup	Purpose
Change & Communications	To educate, engage, involve and inspire all organizational audiences as we transform together.
Facilities	To create a consistent branded experience in all of our environments that exemplifies the unified brand according to the roll-out timeline.
Human Resources	To infuse the essence of the brand consistently within each touchpoint of the employee journey to ensure all caregivers become People of Providence and personally live our brand promise each and every day.
Legacy & Heritage & Mission	To ensure that the heritage, origin stories and rich history of both St. Joseph Health and Providence are consistently represented, visually and verbally, within our newly unified brand.
Legal	To proactively identify legal questions and mitigate legal risks, at all levels and across all workstreams, related to our unification and rebrand.
Marketing	To effectively and efficiently activate the brand within each region and every owned facility, ensuring it comes to life consistently across all touchpoints
Revenue Cycle	To identify revenue generating situations that will be impacted by the transition to the new brand and ensure minimal disruption.

New Careers Microsite Features

- Simplified Landing Page
 - “Why work at Sheppard Pratt”
 - Featured career pathway which will rotate based on need and will reflect broad care settings, roles, people types
- Testimonials
 - Refocus to what makes Sheppard Pratt the place you want to work
 - Show more junior employees
 - Develop a system for managing employment status of featured employees
- Role-specific Child Pages
 - Consumer-friendly language (e.g., job titles)

Recruitment Platform Presence

■ Improve Brand Presence

- Promote why Sheppard Pratt is a good employer through explanations of benefits, growth opportunities, culture
- Establish Sheppard Pratt as a leader in behavioral healthcare through mission statement, awards, 'about' content, and overview of history and impact to the community
- Promote company culture through event photos and explanation of DEI initiatives

■ Employee Reviews

- Currently taking inventory of employee reviews to develop approved responses for common feedback
- Develop response macros and response protocol/plan



Applicant Engagement

- Job Posting
 - Where are we currently posting and is it an effective approach?
 - Where should we be posting?
 - Leverage professional organizations

- Job Description Re-writes
 - Consumer friendly language by program, department, and role
 - Develop guidelines to optimize job postings – required content, formatting recommendations, etc.

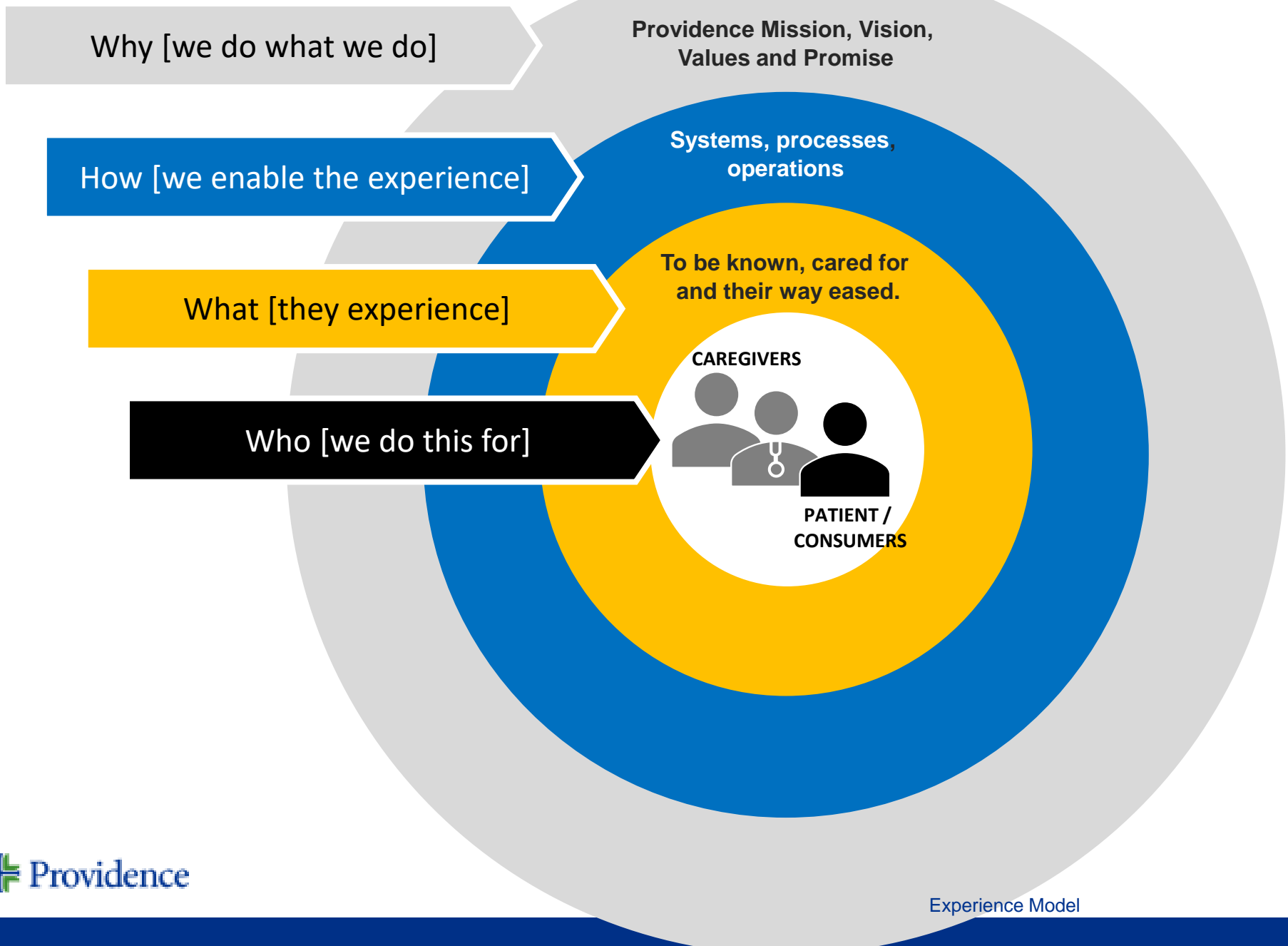
Active Applicant Engagement



Sheppard Pratt

- Application → Offer
 - Determine content and pace of engagement; is there an opportunity for more engagement?
 - Develop applicant friendly and helpful content to keep applicants engaged throughout the hiring process
- Offer → Orientation
 - Develop standards of communication for hiring managers
- Applicant Decline
 - Develop re-engagement campaign targeting former applicants to keep them interested in Sheppard Pratt and abreast of new developments at the organization

Brands are built from the inside out
and the outside in



Become known as the brand of World Class Health through Human Connection

One brand, two parallel paths that connect across consumers and caregivers

Brand is part of how we can grow and strengthen the mission by demonstrating...

- What we stand for
- How we make decisions
- How we represent ourselves
- Our expectations of what the entire organization is responsible for

World class health through human connection

Consumer Brand Strategy:

- Brand Platform (simple line, narrative, principles)
- Visual and verbal identity
- Brand architecture
- Signature experiences

Employer Brand Strategy:

- Caregiver Value Proposition (CVP) & Commitments
- Design principles
- Brand Guidelines
- Signature experiences, programs

Building a Caregiver Value Proposition (CVP)

<p>Foundation</p>	<p>Organization Promise: Brand Positioning:</p>	
<p>Caregiver Value Proposition</p>	<p>The differentiated value and inherent benefit Providence delivers as a place to work and practice to its Caregivers (current and prospective), which attracts them to join, stay and become committed to our organization.</p>	<p>It's the narrative that sets the groundwork and focus for all potential and current caregiver communications and employee experience initiatives.</p>
<p>Commitments</p>	<p>The set of unifying statements that speak to how we actualize and deliver on the CVP every day.</p>	<p>Providence's intent as the employer of choice to rally caregivers around shared expectations of experiences at Providence.</p>
<p>Signature Experiences</p>	<p>Moments that matter in a caregivers' experience that deeply reinforce our promise to caregivers</p>	<p>Solidifies our brand from the inside out and are the proven moments that will attract, retain, and engage our people</p>

Employee Value Proposition: Leader Training

Leading with heart

Creating a culture that is truly extraordinary.

What

A **90-minute training** to equip leaders with the tools and knowledge to activate our culture and bring out the best in their teams

Who

1,200+ leaders across the organization - supervisors, managers and above

Why

Our people are the heartbeat of our organization. As leaders, we need to ensure they know we are **committed to their extraordinary.**

When

45 sessions from August to early November. Leaders will register in the Learning Center.

Employee Value Proposition: Performance Reviews

Ignite your future with performance reviews: **clear expectations, career progression, and growth championed**

What's new:

- Performance reviews will be **completed in Workday**
- A new self-evaluation step, which **gives you a voice** in your performance review
- **Intuitive five-point rating scale** based on industry best practice
- **New employee behaviors** that align with LCMC Health values
- **Common review format** developed through **organizational input**⁸
- User support, if needed, via **People Service Center**

Self-evaluations open June 12-30, get started today

The **impact of your self-evaluation**

Completing a self-evaluation allows you to **take ownership of your performance, improve communication with your manager, identify areas for improvement, and demonstrate your value to LCMC Health.**

Some tips on what to include in your self-evaluation:

- Highlight your achievements, challenges, and goals
- Provide your manager with valuable insights into your perspective on your own performance
- Set goals to develop the skills and knowledge you need to advance in your career
- Showcase your accomplishments and contributions to LCMC Health

The infographic features a teal header with the title 'Ignite your future with performance reviews: clear expectations, career progression, and growth championed'. Below the header, it lists 'What's new' with four bullet points: performance reviews in Workday, a new self-evaluation step, a five-point rating scale, and new employee behaviors. It also states 'Self-evaluations open June 12-30, get started today!'. The bottom section, 'The impact of your self-evaluation', explains that it allows for ownership of performance and improved communication. It includes a QR code and the LCMC Health logo.

Ignite your future with performance reviews: clear expectations, career progression, and growth championed

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Learn more

LCMC Health

Connection to Communication Goals

1: Connection to our EVP: progress your career

2: Connection to our EVP: set clear expectations, progress your career

3: New tool with improvements

4, 8, 11: Connection to our EVP: we hear your voice

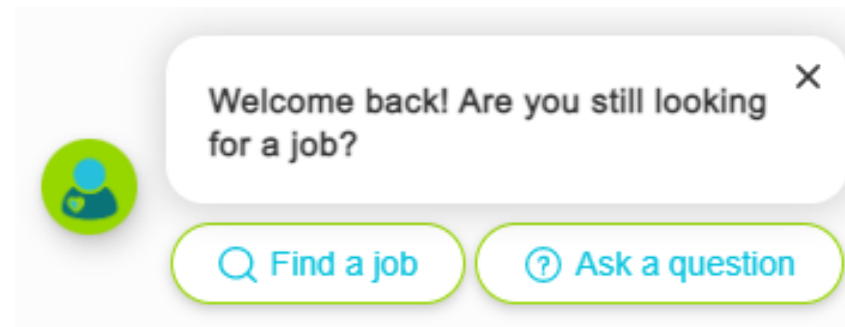
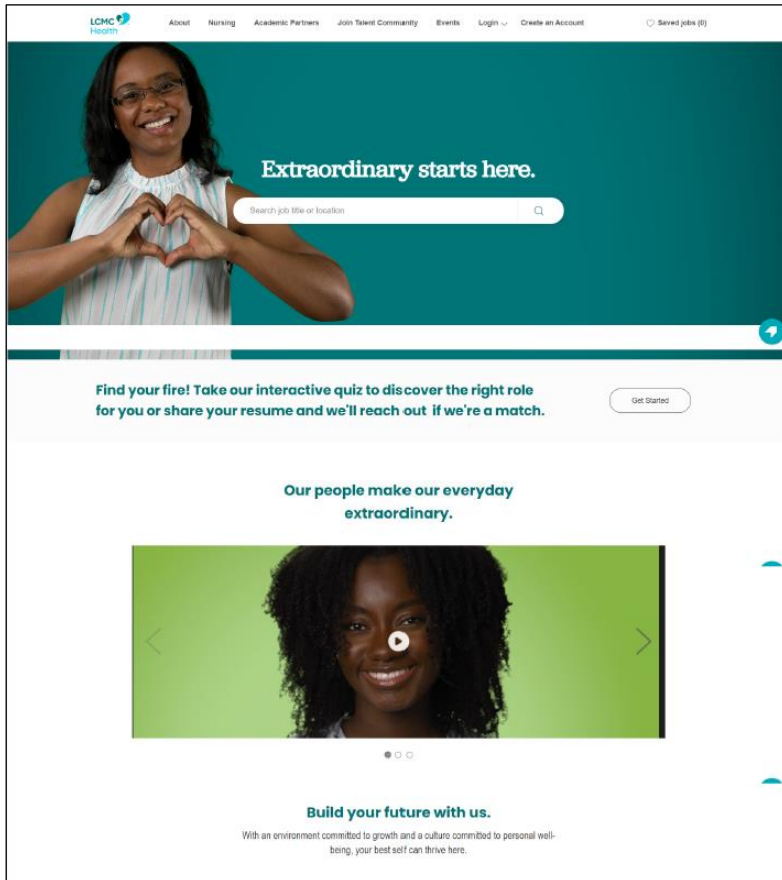
5, 7: New standardized process and rating scale for all hospitals

6: New LCMC Health Employee Commitments as part of the evaluation

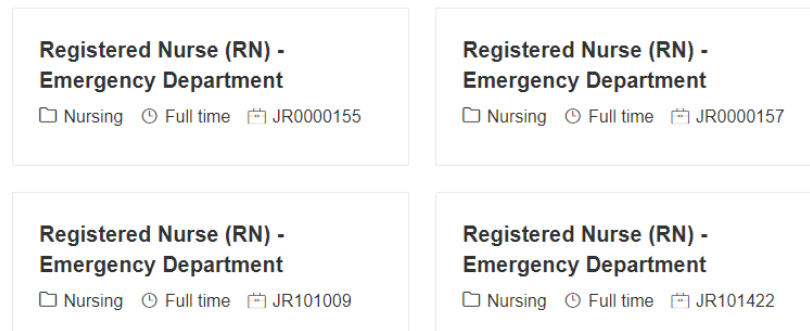
9: Connection to our EVP: set clear expectations

10: New Self-Evaluation opportunity for all employees

Applicant Experience – Careers website



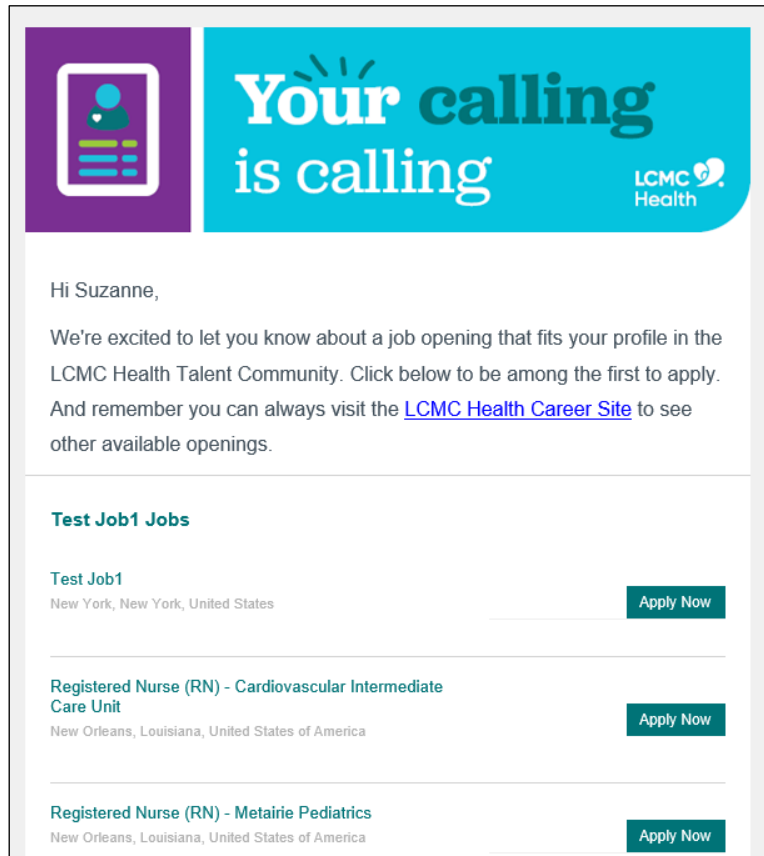
JOBS BASED ON YOUR BROWSING HISTORY



- Addresses recruitment journey pain points– **new features include improved customized search functionality, chat bot and talent community** as well as fewer steps in the application process and more convenient interview scheduling.
- Streamlined experience will make it easier to apply for a job and infuses brand voice into the experience.

Applicant Experience – candidate communication

Launch 100+ email templates for candidate communication



Hi Suzanne,

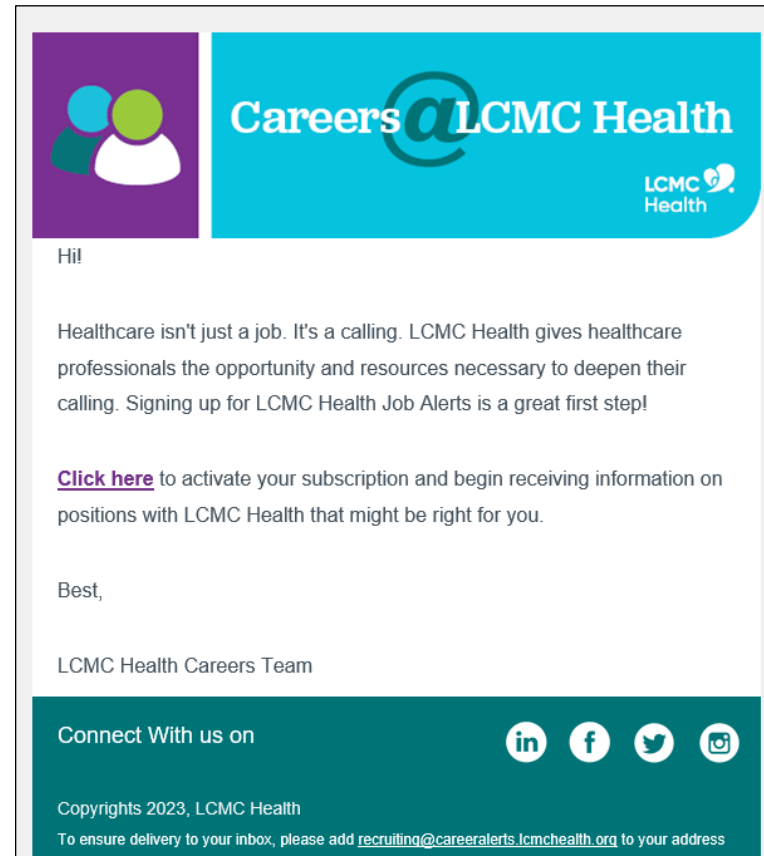
We're excited to let you know about a job opening that fits your profile in the LCMC Health Talent Community. Click below to be among the first to apply. And remember you can always visit the [LCMC Health Career Site](#) to see other available openings.

Test Job1 Jobs

Test Job1
New York, New York, United States [Apply Now](#)

Registered Nurse (RN) - Cardiovascular Intermediate Care Unit
New Orleans, Louisiana, United States of America [Apply Now](#)

Registered Nurse (RN) - Metairie Pediatrics
New Orleans, Louisiana, United States of America [Apply Now](#)



Hi!

Healthcare isn't just a job. It's a calling. LCMC Health gives healthcare professionals the opportunity and resources necessary to deepen their calling. Signing up for LCMC Health Job Alerts is a great first step!

[Click here](#) to activate your subscription and begin receiving information on positions with LCMC Health that might be right for you.

Best,

LCMC Health Careers Team

Connect With us on [in](#) [f](#) [t](#) [i](#)

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To ensure delivery to your inbox, please add recruiting@careeralerts.lcmchealth.org to your address

Complements human connection to recruiters with more targeted and personalized communication.

For example, to send automated communication to candidates and clarity to:

- Fill out application/finish application/interview scheduling
- Job Alert Activation
- Talent Network Jobs

Panel Picks: resources that inform our thinking

- [HBR: Why \(and how\) HR needs to act more like Marketing](#)
- [LinkedIn: Why HR and Marketing should work together](#)
- [No Hard Feelings: the secret power of embracing emotions at work by Liz Fosslien & Mollie West Duffy](#)
- [Guild – Opportunity Divide Podcast](#)



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September 11, 12:15 pm

