

## Hospital Leaders Foster Positive Employee Relations — Resolve Protective Services Concerns

### CASE STUDY

The client is a full-service, not-for-profit integrated healthcare system that provides a wide range of clinical, educational, preventive, and social programs through acute care hospitals and more than 100+ care sites. The system is one of the top employers in the community with approximately 11,500 employees.



*positive*  
employee relations

#### ISSUE

- Multi-site hospital system received an election petition from its Protective Services work group
- Leadership team was not aware of any organizing/card signing activities and was surprised to receive the petition
- The system is union free in all of its facilities and, in all likelihood, leaders were not aware of the signs of union organizing
- Almost all leaders had minimal-to-no labor training and were unprepared to engage employees on union topics and the rules governing union elections

#### ACTION

- Implemented a dual strategy: 1) addressed Protective Services union election petition and 2) evaluated union risks in other units
- Conducted risk assessments, trained leaders in organizing and trust-building, created a resource playbook, and improved HR labor practices
- Created customized communications for Protective Services on union avoidance

#### RESULT

- As a result, the union withdrew their petition for election before an election was even scheduled. In addition, through the ongoing engagement between leaders and employees, no further union activity has been identified in any of the possible bargaining units throughout the system

