

Strategic Communication for Workforce Alignment

CASE STUDY

A large healthcare system with 16 hospitals and 33,000 employees faced a major challenge: aligning benefits, policies, and systems after multiple mergers and acquisitions. With a mix of unionized and non-unionized employees, leadership needed a clear, strategic communication plan to ensure understanding and engagement. The changes included new healthcare options, updated PTO policies, a revamped retirement plan, and a new scheduling system. However, these updates coincided with union contract negotiations, adding complexity to the rollout. Leadership partnered with People Results to develop a multi-channel communication strategy that emphasized clarity, consistency, and trust—helping employees understand and embrace the changes while reinforcing leadership’s commitment to transparency and workforce stability.



transparent
communication

ISSUE	ACTION	RESULT
<ul style="list-style-type: none">• Fragmented Communication – Employees across different facilities had varying levels of understanding about the upcoming policy and benefits changes.• Unionized & Non-Unionized Workforce – Leadership needed to balance communications while navigating ongoing labor contract negotiations.• Employee Uncertainty – Mergers, policy updates, and contract talks created confusion, making it critical to build trust through clear, transparent messaging.	<ul style="list-style-type: none">• Employee Engagement Campaign – Developed a unity-focused messaging strategy with tools for employee feedback and engagement.• Leadership Communication Training – Educated managers on how to effectively communicate policy changes and reinforce total rewards messaging.• Custom Digital Platform – Launched an interactive website as a centralized hub for policy updates, FAQs, and real-time feedback.	<ul style="list-style-type: none">• Unified Workforce Standards – Successfully ratified six union contracts, aligning unionized team members with the same pay, benefits, and policies as non-union employees.• High Employee Engagement – Achieved a 96% participation rate in active open enrollment, ensuring a smooth transition to the new plans.• Strong Digital Engagement – The project website received 2.8 million page views and 3,700 employee-submitted questions, demonstrating high engagement and transparency.

