

Targeted negotiations communications spell bargaining success

A new health system recently formed from the merger of two organizations needed to mitigate a multi-faceted, politically charged union corporate campaign while negotiating new labor contracts at four locations simultaneously. The union launched a sophisticated campaign challenging the health system's commitment to patient care and claiming it was more focused on profitability—even as a not-for-profit organization. People Results developed a reputation management campaign, “We Put Patients First,” that drowned out the union's rhetoric through multiple media channels, including a campaign website, print advertising, a social media campaign targeted by ZIP Code, signage and banners, and other tactics. To quote *Mad Men*, “if you don't like what's being said, change the conversation.” And, as this organization discovered, whether you face one bargaining table or four all at once, People Results can always help you change the conversation for the better.



ISSUE

- Recognition of the need for communications to employees sharing company perspective on bargaining progress
- Communications needed to be internal as well as community-facing, to counter a multi-faceted, state-wide corporate campaigns
- Targeted messaging needed to reach different locations



ACTION

- Developed a comprehensive reputation management strategy centered on a negotiations website
- Promoted the website through multiple channels, including a digital media campaign targeted by ZIP Code
- Initiated a community-facing reputation campaign for the company, highlighting corporate citizenship, community commitment, and patient care
- Connected the negotiations website to the reputation campaign for maximum reach
- Supplemented these efforts with digital and social media ads to drive traffic to the site



RESULT

- Contracts ratified at all four locations, with unionized employees receiving effectively the same pay, benefits, etc., as non-union employees
- Threatened strikes averted at all four locations
- Neutrality Agreement rejected
- Organizing campaigns deflected

