

## GM TEAM WINS PAUL GARRETT AWARD, HELPS MEET STRATEGIC GOALS

Org'ns give more pr awards internally. Delphi Automotive Systems (Troy, Mi) won the first Paul W. Garrett Award for excellence in GM com'ns. Delphi won kudos not only for pr skills but for a project with social responsibility value that helped meet the company's & parent's strategic goals.

Delphi's team worked to increase employee participation in the FIRST (For Inspiration & Recognition of Science & Technology) competition. Engineers from 6 divisions & 5 plant cities (Warren, Oh, Kokomo, In, & Saginaw, Flint & Warren, Mi), helped teams of high school students compete in a robotics competition. Such hi-tech manufacturing systems are vital at Delphi & GM.

A name not heard so often now, Garrett is considered the first high-level pr ofcr in Corporate America after Arthur Page at AT&T. He was hired by GM to keep it out of the pages of *Fortune*, which Time-Life publisher Henry Luce originally positioned as a critic of business. Before his career ended, he had instilled pr as a major strategic tool of the giant company.

### STRATEGIC BENEFITS TO GM

Promoting Delphi's participation in FIRST:

- Helped attract future technical & engineering employees
- Built name recognition among students likely to pursue tech careers
- Generated goodwill in key Delphi plant cities
- Enhanced company's reputation & technical know-how to build robots & successfully coach the student teams (particularly important because of plans to grow biz) (More from Cheryl Kilborn, 810/257-7720)

## ITEMS OF INTEREST TO PROFESSIONALS

¶ **Process of involvement is more important than the results.** Oregon's pioneering healthcare rationing system works because of grassroots input. 300 meetings helped citizens develop & then express their views on what should & shouldn't be covered. Result was strong consensus on what constitutes essential medical care. But -- can the list therefore be copied in other places? "Probably not," says state's Medicaid director. "You have to go thru the process of building it yourself to have support."

¶ **Universal Accreditation Board now has an online 12-session study course** to assist participating org'ns in preparing candidates for the APR exam. Website is for exclusive use of Accreditation chairs and prep course leaders. Developed from a course designed by Ferne Bonomi for Iowa/PRSA. Hard copy will be included in '99 Testing Procedure Handbook for chairs unable to access the Website. (More from PRSA Accreditation, 212/460-1436)

## WHO'S WHO IN PUBLIC RELATIONS

**ANNIVERSARY.** PR Associates, Inc. 35<sup>th</sup> anniversary. Fred Zosel is now president. (Detroit, Mi), founded by counselor Beverly Beltaire, celebrates its

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## HOSPITAL DEPT FOCUSES ON COM'TY BENEFITS, NOT TRADITIONAL PR; SHOWS MOVE FROM ILLNESS TO WELLNESS TO COM'TY POTENTIAL

**Seismic change:** A seminal healthcare thinker noted a decade ago that just as hospitals moved from the *illness* business to *wellness*, the next extension would be to *individual potential* -- and then to *community potential*. When the Scripps Hospital System (San Diego) reorganized its pr functions, a completely new dep't was created: Community Benefit & Services (CB&S).

**PR as driver:** Dep't works in partnership with doctors, public officials, even competitors to develop programs "focused on achieving behavioral change in support of the organization's mission," says Mike Bardin, sr dir.

### KEY TO THE CHANGE:

Moving media relations, traditional com'ns & publications to a separate marketing & com'ns dep't. CB&S focuses specifically on com'ty health, health improvement & advocacy -- a critical strategic & operational component & a contributor to bottomline & management strategy. Bardin spends 25% of his time working on gov't relations & public policy at both state & local levels.

Change occurred with structural changes in the Scripps system (6 hospitals & 2,500 affiliated physicians). Restructuring set system's goals as 1) community-focused, 2) not-for-profit & 3) a partner with other groups.

### COM'TY BENEFITS & SERVICES DEP'T MISSION IS:

"To make a measurable, positive difference in the health of individuals, including the underserved & community, by:

- Prioritizing, initiating & managing com'ty health & wellness programs
- Advancing health promotion & disease prevention across the care continuum
- Pursuing collaborative relationships & public-private partnerships
- Fostering internal relationships designed to support employee & physician involvement in building healthier communities

Bardin works closely with Scripps' chief medical officer, who reports directly to the CEO.

### ANOTHER DIFFERENCE:

CB&S is advised by a Community Benefits Cmte that is first of its kind. Includes representatives from five other Scripps unit boards & com'ty leaders. Primary benefit says Bardin: "Builds us more & more as an org'n with fingers out in different parts of the com'ty."



Committee sets criteria for dep't projects & reviews them in each meeting. Also counsels dep't on new ventures. Hospital liaisons are the chief medical officer, Bardin, & a representative from Scripps' finance dep't who's an advocate for putting financial resources in areas of com'ty where Committee thinks they're needed.

CB&S operates 4 well-being sites providing com'ty education, com'ty support and com'ty convening rooms for groups with health problems. Dep't has 5 core strategies for com'ty health improvement:

- 1) Promote com'ty health
- 2) Advocacy and public policy
- 3) Foster volunteerism
- 4) Strengthen com'ty partnerships
- 5) Partner with Systems of Excellence to enhance continuum of care

#### NEW PROGRAMS INSTITUTED LAST YEAR INCLUDE:

- Screening/brief intervention program for people with non-dependent drug & alcohol problems. Idea came out of injury task force findings that drug & alcohol were common denominators in injuries
- Diabetes mgmt program for underserved Hispanics, soon to be expanded
- Mobile clinic in partnership with hospital that serves area schools
- Telephone advice line for young adolescent mothers

CB&S is involved with San Diego Com'ty Health Improvement Partners (CHIP) as result of SB 697, state law requiring not-for-profit healthcare institutions to provide benefits to help entire com'ty, not just underprivileged.

#### EVALUATION / MEASUREMENT

"Our big challenge is to measure our success," Bardin finds. It's a long-term process, measuring behavioral changes like employment, family relationships & quality of life. "You have to go back & look at the population which has received the intervention & care and see if those people's behaviors have changed. **The cost benefit is how many acute care episodes are being avoided -- what would the cost of that care have been?**"

Other tracking measures:

- Fiscal reporting system -- tracks dept's monthly revenue & expenses per program
- Program tracking -- program evaluations combined with fiscal tracking & documenting com'ty benefit activity to learn about satisfaction & quality of life after the program. Visit info is analyzed periodically to evaluate participant response & program usefulness
- Staff meetings -- managers meet weekly; full dep't staff monthly

"Mass com'ns doesn't make this change happen," concludes Bardin. "PR is only effective if the purpose is to change behavior." (More from Bardin, 619/678-6893)

#### COALITION USES LEGITIMATE PERSUASION TO PROTECT RAINFOREST

New activist sophistication is exemplified by The Coastal Rainforest Coalition (CRC) (Berkeley). It employs market-oriented campaigning to rally corporate support around its efforts to protect the ancient rainforests of British Columbia. "Instead of chaining ourselves to trees or bulldozers, we're affecting the market from the other end," says Judy Goldblatt, CRC corporate campaigner.

Led jointly by Greenpeace, Natural Resources Defense Council & Rainforest Action Network, CRC works with major U.S. corporations to:

- Create ecologically sound alternatives to wood-based products
- Stop use of B.C. rainforest wood products
- Cancel contracts with B.C. loggers

#### TARGETED MARKET CAMPAIGN

Group launched it to persuade large pulp, paper, & lumber buyers. Executives at 5,000 companies received letters asking them to review their wood & paper product suppliers and urged them to eliminate the use of clearcut, B.C. temperate rainforest products.

Each letter was followed by phone call from a CRC representative. "**One-on-one is the best way to work with a company,**" says Goldblatt. "I have entire relationships on the phone with people I've never met (in person)."

In Dec., CRC ran a full-page *NYTimes* ad recognizing companies agreeing to phase out use of products made from old-growth forests. List includes majors like IBM, Johnson & Johnson, Hewlett-Packard & Nike. "These aren't just green organizations but large, multi-national corporations who feel this an important thing to do," Goldblatt points out.

#### IN ADDITION TO LETTERS, CRC PROVIDES COMPANIES WITH:

- Factsheet entitled "What Your Company Can Do" offering steps to be taken to phase out purchases of old-growth forest products
- 4-point commitment letter spelling out principles the company can embrace
- Step-by-step guide to conduct an audit of suppliers, including audit letter
- Info to help create a procurement policy precluding use of old-growth products. Includes sample policy language & actual policies from Nike & Mitsubishi

CRC's website provides info about their cause as well as a database of wood fiber suppliers who do not use coastal rainforest sources.

To date, 30 U.S. companies have signed commitment letters.

"Companies want to do the right thing but are always looking at the bottom line. If you can show them there's a problem and provide them with solutions, they're willing to take the steps," says Goldblatt. (More from CRC at 510/540-8730, [www.coalition4bc.org](http://www.coalition4bc.org))