

**TGO**  
**Baptist/St. Vincent's Communications**  
**October 31, 1996**

Topic: Communications Strategy and Messages for Baptist/St. Vincent's Health System/BCBSF Renewed Negotiations

Goal: Develop strategy and key messages to communicate the potential agreement between Baptist/St. Vincent's and BCBSF in time to share with Baptist/St. Vincent's at 12:30 p.m.

Outline:

- Review TGO
- Review Yesterday's Negotiations Activities
- Determine Overall Communications Strategy
- Review Key Messages
- Finalize Key Messages
- Determine Attendees at 12:30 Meeting
- Discuss Process for 12:30 Meeting
- Process Out



## **Negotiation Discussions**

### **October 30, 1996**

Present for BCBSF: Paul Jennings, Victoria Bloodworth, Ernie Brodsky  
Present for B/St. V: Bob Dvorak, Philip Boyce

Why joint communications? Consistent messages, minimize confusion for customers, show joint concern for customers

Legal:

Kelly Hernandez is drafting a letter of agreement for both parties to sign. A signed agreement will be in hand before anything is said to any audience.

Medicare and More:

Have to check with HCFA as regulator, not payer, to see if we could place seniors in more restrictive network with IDO. We would give seniors who have chosen an ACI/DON doctor the opportunity to use Mission: Health. We also have to consider our new provider partners (St. Luke's, Mayo) and our agreements with them.

IDO:

We will work with Baptist/St. Vincent's on IDO performance criteria and the parameters/guidelines that we want put in place to assure quality and satisfaction. We'll commit to evaluating system, but not commit to commercial customers or give volume guarantees. We want to play a role in partnering with hospital and doctors on care coordination. BCBSF has agreed to work with B/St. V for certain customers who choose B/St. V as their primary facility.

Physicians:

Baptist/St. Vincent's will rescind their letter to us cancelling the 55 ACI/DON doctors.

Medicare Payment:

Percentage to cover all medical costs is 81.5% with no bonus.

Bill Mason:

"We renegotiated some of our differences and made some concessions."

"We were able to resolve our differences." He wants to play an integral role

in making final decisions about messages. Also, it's important to him to have the plan complete before we finalize agreement.

Conversation with Carol Thompson on Wednesday evening:  
Bob Dvorak asked her to work together with us to craft communications and give recommendations on what we should say and how.

Goals are the same in her mind: Win-Win for both parties; win for customers

Key Points:

Multi-year agreement to calm customers' fears of breaking off again soon.  
How do we position the IDO now that we're working with them for some segments?

We've been talking to each other during the transition, and this agreement was mutually agreed upon by both parties.

We'll have to answer questions about the IDO, because that was defined by us as the main issue of termination.

Present from Baptist/St. Vincent's: Kim Welch, Carol Thompson, Joanelle Mulrain, Cindy Hamilton

Meeting at 12:30 p.m. Gulf Life Tower, 17th floor

Barbara Benevento's Comments:

Are you going to apologize to all the patients who you delivered letters to their beds to scare them?

Are you going to cancel town meetings?

Are you going to continue to promote our competitors?

Ernie's Comments:

If IDO produces superior health and economic outcomes, we'll consider it.  
We won't work with anything that doesn't meet costs and quality requirements for our customers.

This is an equitable agreement that provides our customers with access at no additional cost.

Criteria for a Good Solution:

Be viewed as winning

Maximize benefits to customers

Minimize attention to negotiation specifics  
Retain customers

**Recommended Key Messages:**

BCBSF and Baptist/St. Vincent's Health System have reached an agreement on a three-year contract as a basis of a long-term relationship.

The agreement holds medical costs level in the short-term with the potential for longer term medical savings.

The Healthy Kids program will continue in Mission: Health as it was originally established.

Medicare and More customers will have the opportunity to receive care through Mission: Health.

We believe that this agreement best serves the needs of our customers in terms of health care and cost.

**Potential Action Steps:**

Joint News Conference on Friday, November 1 or

Joint Statement to Media with one-on-one interviews with reporters

Phone Calls to Key Group Customers before public announcement  
(including DTU)

Joint Customer Letter with co-signatures

Joint Q&A's for distribution

Separate customer service lines with same script

Media Interviews using same Q&A

Separate employee communication with same script

Joint Physician Letter with co-signatures

**Overarching Objective:**

Reassure all audiences that BCBSF has been and will continue to be looking out for their best interests in terms of quality and cost.

Reinforce key messages to the general public and prospects.

Avoid us being blamed for all of it or being viewed as making any concessions.

Work together on capabilities to assure that customers receive the best health care.

**Key Messages:**

We agreed to disagree, now we agree to agree.

The customer is first.

We listened to our customers and began talks again.

We talked, compromised (concessions, agreement) and fixed the problems -- the result is a better solution for the long term.

We stayed at the table until we agreed -- better for customers.

We will work together in partnership to manage quality outcomes of our customers.

More choices on hospital.

Work together on IDO pilot using B/St. V health system.

**Message Themes:**

Quality and choice.

Agreement was reached in your best interest and provides an avenue for quality management of new this system.

We are working together for the good of the customers.

Customers win.

**Specific Messages:**

Nassau-Baptist back in; Beaches-Baptist also.

FEP retirees reassured; Duval County Public Schools

**Tools:**

Television ad for image

Joint newspaper advertisement

Joint letterhead for customer letters

Telegram notice to seniors

Letters from 55 ACI/DON doctors to BCBSF customers

FEP retiree and DCSB -- open enrollment

Town Hall Meetings

We will offer our customers the choice of Baptist/St. Vincent's Health System at no additional cost.

More choices, more stability, at same cost.

Customers have more choices now -- they asked us for choice. One of the choices for Medicare and More customers is the IDO.

Win, win, win for customers, BCBSF, B/St. V

Will work together to oversee and manage the quality outcomes of the new IDO concept and monitor the success based on customer quality (will continue listening to customer).

We will offer our customers the choice of participating in the IDO.

We will extend our expertise to the IDO.

Quality, integrity, stability, value

Customers win because:

They won't have to pay more

Long term contract in writing

Seniors don't have to change doctors

Customers have more choices.

No one's health was ever in danger.

Potential Questions:

Who won?

Who spoke first?

Weren't you just playing with customer's health?

Are you now in favor of IDO?

