

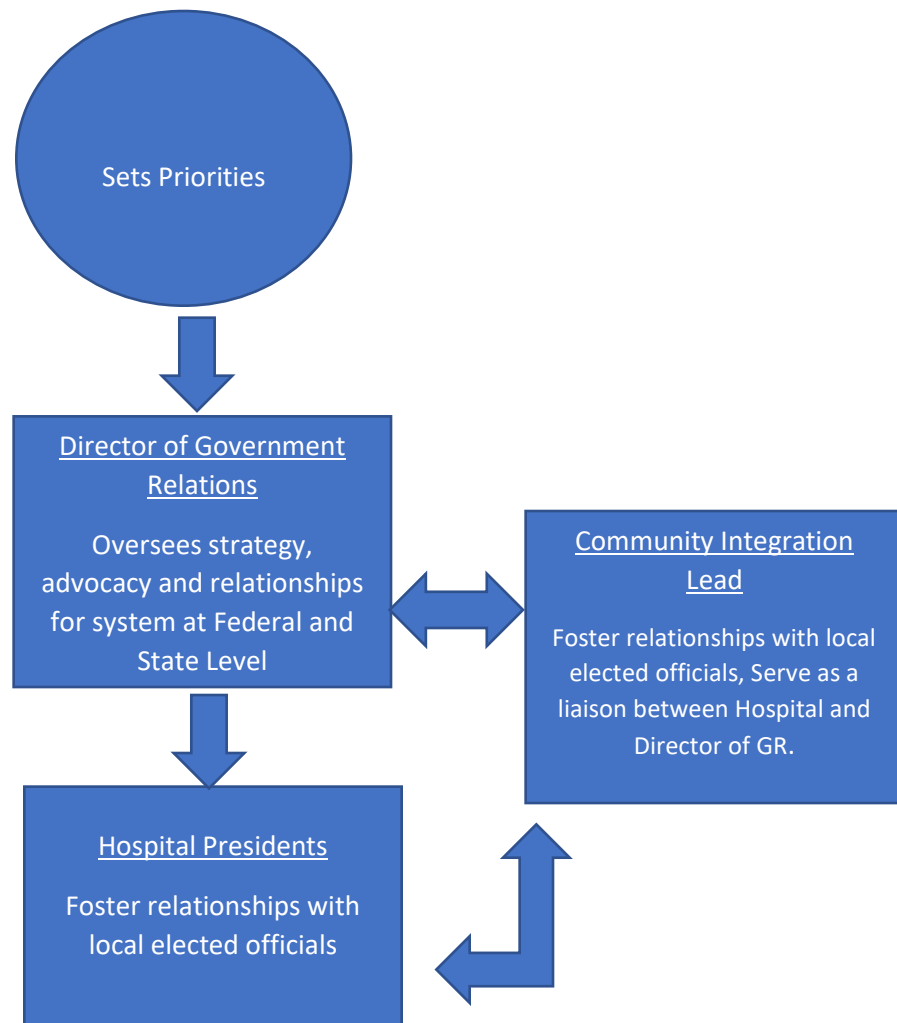
Government Relations Toolkit



Government Relations at Adventist Health

- **Goal:** Create an effective advocacy system that leverages the assets of the whole system to help achieve our vision and mission.
- **Objectives:**
 - Promote Legislation
 - Form Policy
 - Develop Relationships

Structure:



Adventist Health Political Campaigns and Advocacy Policy

Consistent with applicable laws, Adventist Health (AH) is prohibited from directly or indirectly participating in, or intervening in, any political campaign on behalf of (or in opposition to) any candidate running for public office. While Adventist Health may legally advocate on issues (in other words, legislation, as opposed to advocating for individuals), all advocacy must be cleared by AH's Director of Government Relations. In any event, AH prohibits its employees, acting on behalf of AH, from advocating, representing or lending AH's support in a manner, whether verbally, print, or in the media, that is of a discriminatory, illegal, exploitive or inappropriate nature or inconsistent with the corporate political position.

It is important to distinguish personal and corporate political activities in order to comply with appropriate rules and regulations relating to lobbying or providing support for government officials. You may, of course, participate in the political process on your own time and at your own expense. While doing so it is important not to give the impression that you are speaking on behalf of or representing AH in these activities. You cannot seek to be reimbursed by AH for any personal contributions for such purposes.

At times, AH may ask, but not require, employees to make personal contact with government officials or to write letters to present our position on specific issues. In addition, it is a part of the role of some AH management to interface on a regular basis with government officials. If you are asked to advocate on behalf of AH, you must first clear it with AH's Government Relations Director to ensure it is consistent with the corporate advocacy strategy, and that all advocacy complies with all applicable laws and reporting requirements. Guidance is available from the Office of the General Counsel.

The Importance of Communicating with Elected Officials

Have you ever wondered why your legislators voted a certain way on an important bill?

Legislators make decisions based on their core beliefs, their knowledge of an issue, input from experts, personal counsel and feedback from their constituents. The vast majority try to make informed decisions that will benefit their constituents, their state and their nation. While we can't do much about our legislators' core beliefs, we can have a direct impact on what they hear and what they know. If legislators have the facts and understand how their decisions will affect your hospital, patients, staff and community, we are more likely to be successful.

Through a united advocacy strategy, we can leverage the assets of the whole system, to help achieve our vision and mission. By nurturing relationships with elected officials, staying in close contact and educating them, hospital leaders can ensure that our positions on issues are understood and that our elected officials have the facts, figures and critical information that can lead to an informed vote.

Role of Community Integration Lead

The Community Integration Lead will develop key relationships with local elected officials, monitor city and county council agendas, help schedule visits and tours and serve as the liaison between the hospital and the Director of Government Relations. The Community Integration lead will also help the hospital President develop relationships and weigh-in on local policy as needed.

The Community Integration Lead will participate in monthly calls with the Director to ensure the sharing of information and help facilitate local strategy to drive the system's priorities.

Communication Integration Lead Advocacy Responsibilities

- Establish and maintain relationships with city and county elected officials.
- Work with Director of Government Relations to establish relationships with district staff for Federal and State Legislators.
- Monitor County and City Council Agendas for anything related to hospital operations and community impact.
- Conduct site visits/hospital tours for elected officials according to schedule
- Participate in monthly calls with Director of Government Relations

Building Relationships

Building relationships is not confined only to elected officials, but also with other members of their staff. These players are influential in the health policy arena. Establishing a good rapport with each of these people is the first step toward achieving a successful advocacy program.

Be sure to know the names of and basic facts about your elected officials. Knowing information such as political party, committee assignments and former profession can help build rapport and build a relationship.

Elected Officials You Should Know:

Local Government

- Mayor
- City Council Members
- County Council Members

State Government (work with Director of GR)

- State Assembly Member
- State Senate Member
- District Staff

Federal Government (work with Director of GR)

- Local Representative
- District Staff
- Regional Office Manager

Planning a Hospital Tour

The most effective way to deliver your message to your elected officials is to schedule a visit with them to your facility. The Adventist Health facility represents a community service, a place where constituents receive care and a place where voters work. Let your elected officials see this in action.

Steps for Successful Visits*

- Schedule - Call the staff person responsible for scheduling the elected official's dates.
- Confirm – Confirm the date, time and plans in writing either by e-mail or by a letter. Confirm again by phone as the date approaches.
- Plan Agenda – Plan and rehearse what you want to cover. You may want to include a fact sheet on your hospital that includes information such as number of employees, local economic impact and community services. Notify hospital staff of tour and have them prepared to answer any questions.
- Photo Ops- Ask someone from your hospital to take pictures during the tour. After the visit, send a picture and a press release to your local newspapers.
- Legislative Talking Points – Work with the Director of Government Relations to develop legislative talking points.
- Pull out the “red carpet”
 - Arrange parking for the elected official so that they get in and out of the facility easily
 - Have a hospital staff person meet them in front of hospital and escort them to first stop
- Follow Up - After the visit, write to the elected official thanking them for their time and reinforce the points made during the visit.

**The Director of Government Relations is happy to help schedule and plan hospital tours with elected officials.*

Timing of In-Person Meetings and Hospital Tours

Stakeholder	Frequency	Timing
Mayor	2 x a year	<ul style="list-style-type: none"> • After election • After adding a new service or expanding hospital • End of fiscal year – tell the CB story
City Council Member	2 x a year	<ul style="list-style-type: none"> • After election • After adding a new service or expanding hospital • End of fiscal year – tell the CB story
County Council Member	2 x a year	<ul style="list-style-type: none"> • After election • After adding a new service or expanding hospital • End of fiscal year – tell the CB story
State Assembly Member	Once a year	<ul style="list-style-type: none"> • After Election • During Summer Break • During Winter Break
State Senator	Once a year	<ul style="list-style-type: none"> • After Election • During Summer Break • During Winter Break
Congressional Representative	Once a year	<ul style="list-style-type: none"> • After Election • August Recess • October Recess

The Government Relations department will provide talking points and reminders of when legislators are in home offices.