

The Business of Trust:
Managing Reputation Risk

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- **Not-for-profit healthcare organization headquartered in Roanoke, VA**
- **Comprehensive system:**
  - 7 hospitals (Level I and Level III trauma centers)
  - 250+ primary and specialty sites
  - ~15k employees, 1k physicians
- **Serves nearly 1 million Virginians**
- **Medical education and research with partners at Virginia Tech and Radford University**



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Key Takeaways – Building Trust

1. Influencing reputation risk management in your organization.
2. Identifying reputation risks as a method to gain executive audience.
3. Applying the equation, if it's foreseeable and preventable, then you're accountable.



Understanding Reputation and Publics

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Mission Statement: Plot vs Theme

- What do you do? (plot)
- Why does it matter? (theme)

This is NOT:

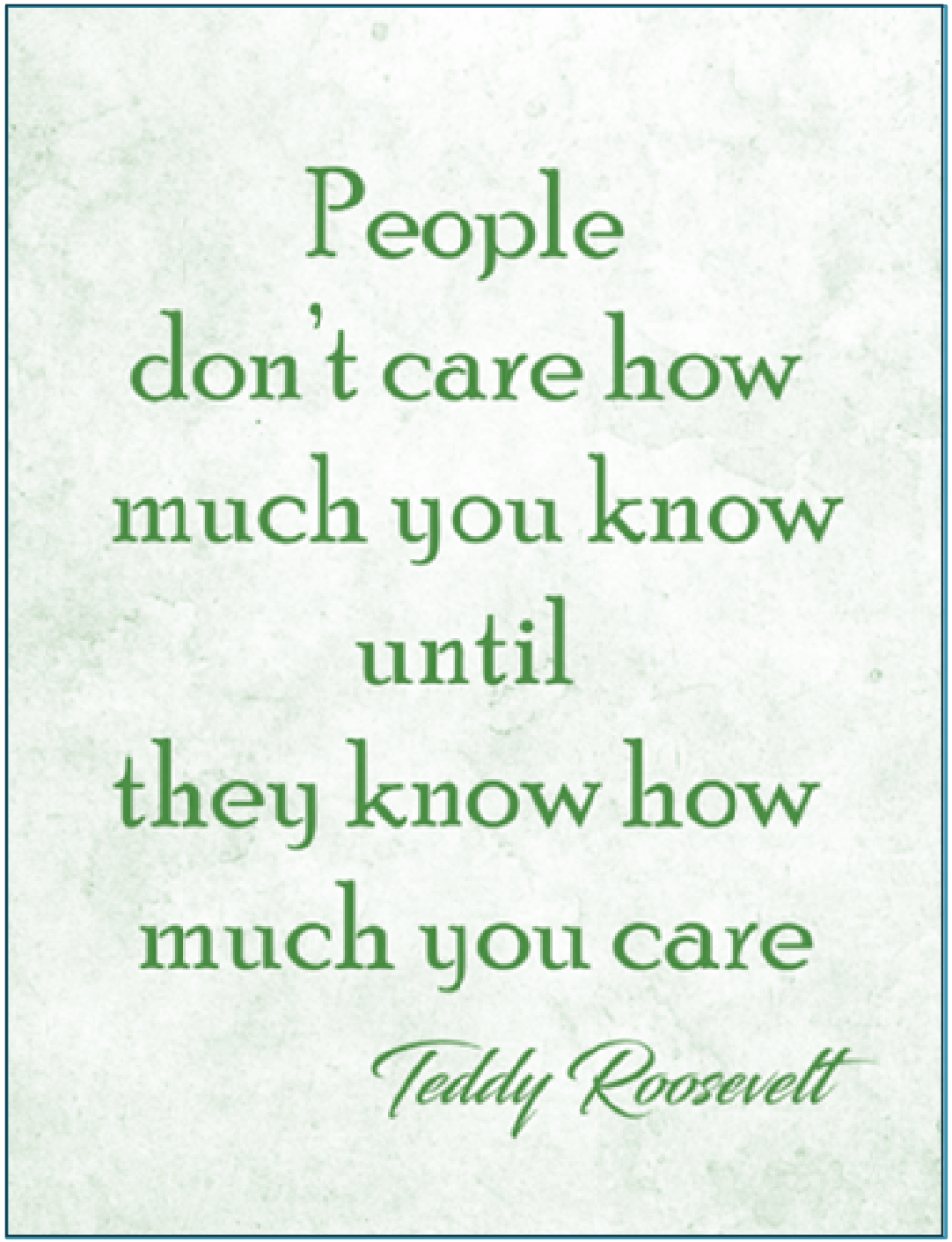
- Slogan = Brand Recognition (marketing tool for target audiences)
- Crisis PR = Remorse, Reason, Remedy

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Carilion's Mission Statement

To improve the health of the communities we serve

Gaining Public Trust: when your Promises match your Actions





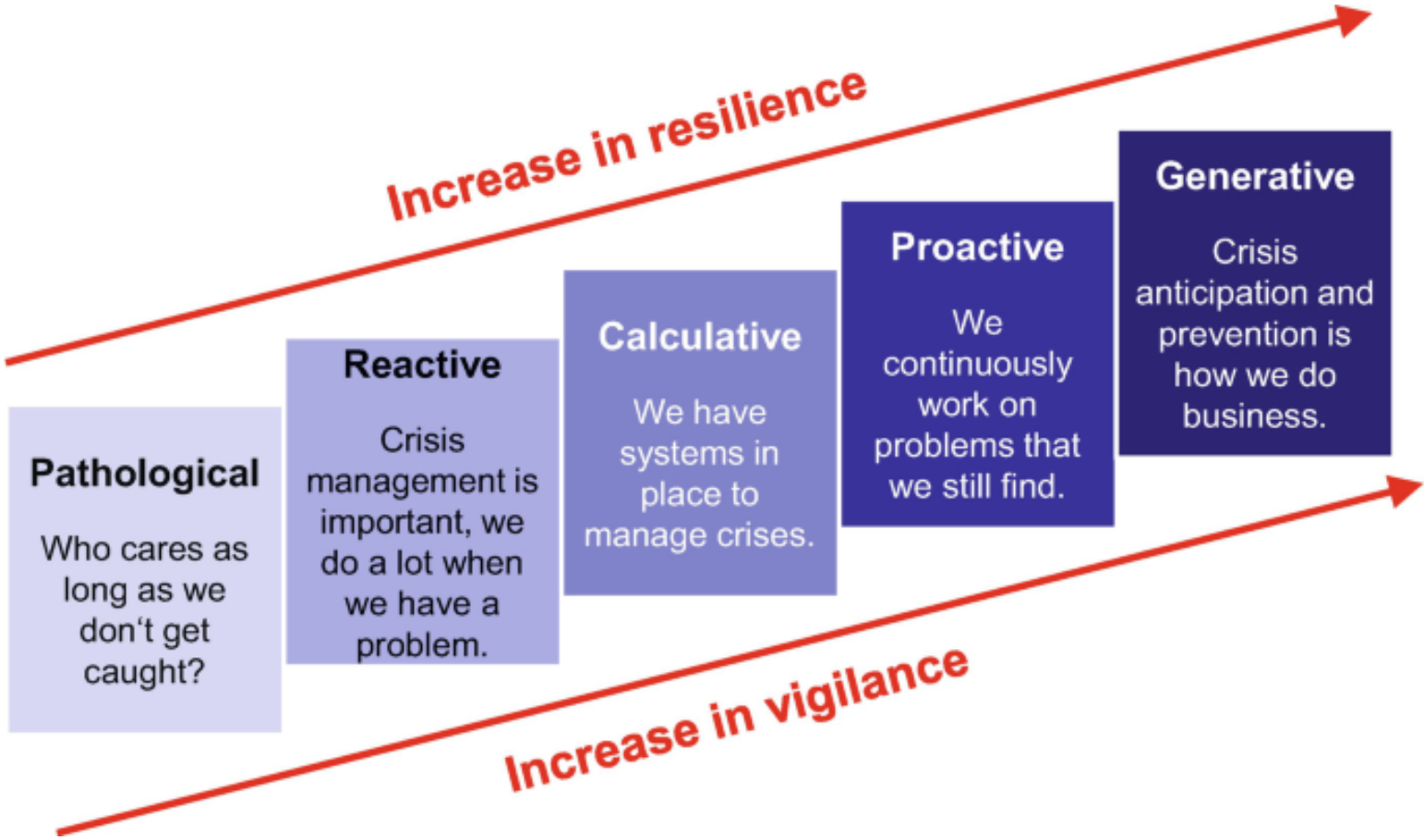
Think Like Your Executive Officers

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Reputation Management

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- Monitoring Public Perception
- Responding to Feedback
- Crisis Planning & Response
- Social Media Policy



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Reputation Management

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- Establish Reliable Reputation
- Maintain Best Reputation
- Repair Failing Reputation

Reduce the frequency, duration, and impact of disruption incidents.

Think Like Executives:

Reputation | Relationships | Results



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Prioritizing Processes and Impacts

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Key Business Processes (Essential Functions)



- How do you prioritize them?
- Where does Reputation Risk fit?

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Impacts that Risk Reputation Damage

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If it's Foreseeable and Preventable, You're Accountable

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Incidents Causing Impacts

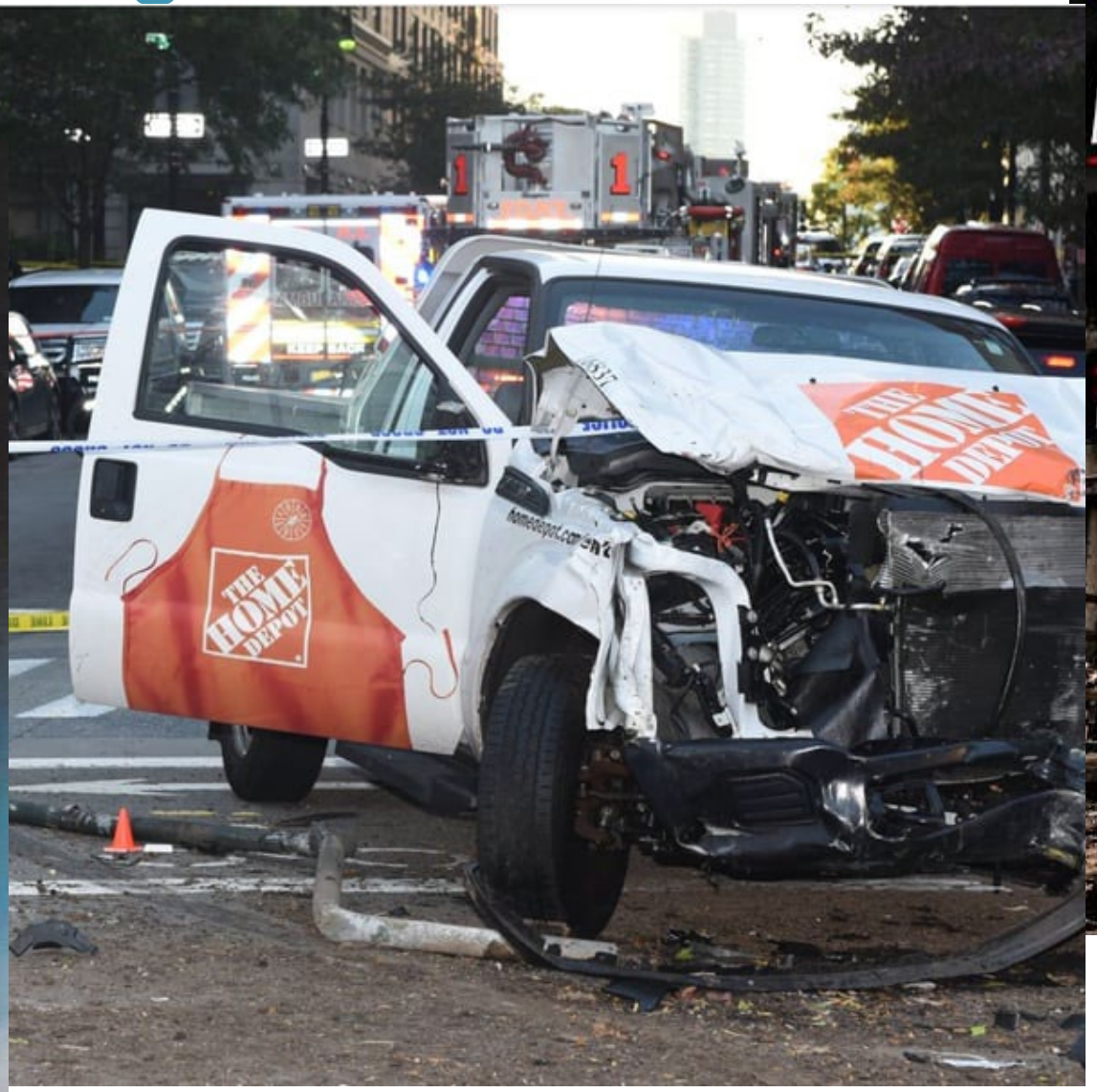


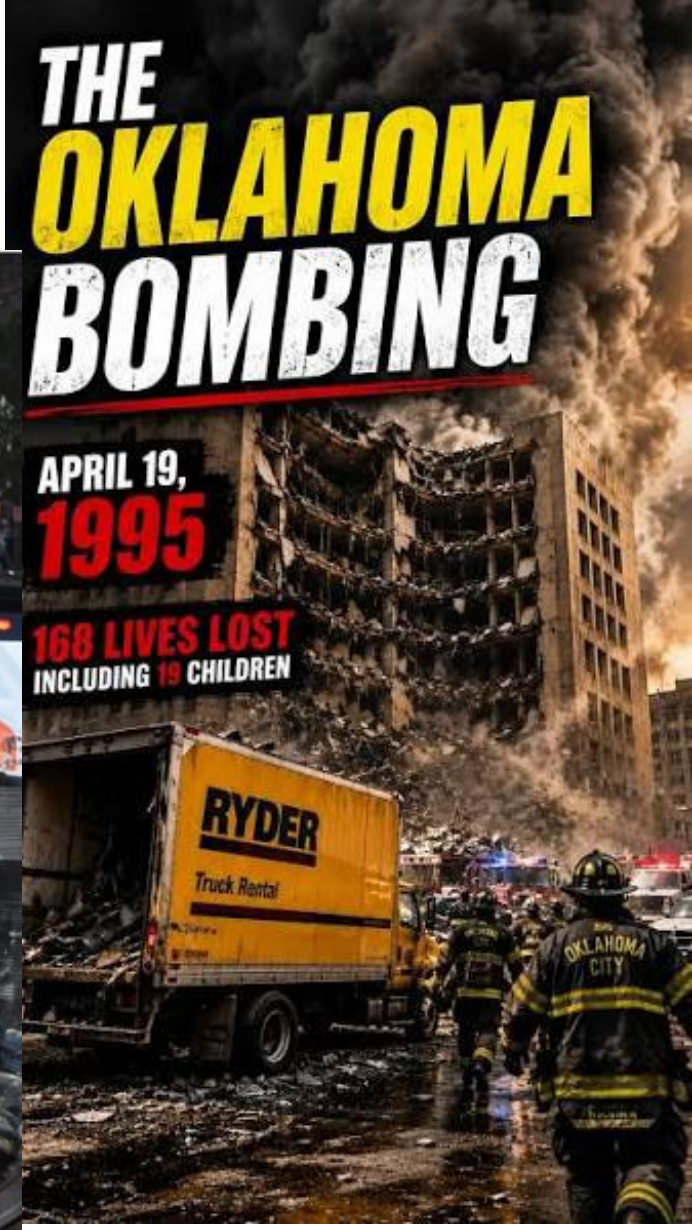
1. Workplace Violence
2. Power Outage
3. Cybersecurity Activity
4. Fire / Water Damage
5. Building Collapse or Evacuation
6. Public Transportation Shutdown
7. Labor/Workforce Issues or Strikes
8. Civil Unrest / Protests
9. Terrorism

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Reputation Damage - Misuse







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Case Study: Change Healthcare Cyber Attack 2024



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Crises Resulting in Reputation Damage: Healthcare

Beyond cyber events, healthcare organizations frequently face reputation crises due to:

- **Medical Malpractice:** For example, a $229 million verdict against Johns Hopkins Bayview Medical Center in 2019 following a failure to monitor fetal distress caused severe, highly publicized damage to the hospital's clinical reputation.
- **Privacy & Ethical Violations:** Unauthorized access to patient medical records—such as cases where staff inappropriately view celebrity health records—routinely leads to massive HIPAA fines and public relations disasters.
- **Review Bombing:** Medical practices often suffer sudden drops in patient ratings due to poor communication or negative public attitudes.

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QUESTIONS

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CONNECT WITH ME

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THANK YOU
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