

**Goals: Stakeholders will understand and be kept up-to-date about the work underway to integrate Memorial Family of Services and Virginia Mason.**

## Communication Plan

Messages/Notes	Audiences	Medium	Timeline	Approve, Who?
<p><b>MEMO</b></p> <p>To: All Boards and Executive Leadership                      From: Gary S. Kaplan, MD, Chairman and CEO, Virginia Mason Health System                      Russ Myers, President and CEO, Memorial Family of Services</p> <p><b>RE: Memorial Family of Services Officially Joins Virginia Mason Health System</b></p> <p>We are happy to announce that as of Jan. 1, 2016, Memorial Family of Services is officially part of Virginia Mason Health System. We're excited about this affiliation and what it means for our communities, and we're confident that by joining together, Memorial and Virginia Mason both will thrive and grow in the years to come.</p> <p>In the weeks and months ahead we will share more information about what this affiliation means and the great work underway by our System Integration Council and planning groups.</p> <p>Happy New Year,</p> <p>Gary and Russ</p>	All Boards and Executive Leadership	Email	Jan. 4	Gary Kaplan
Same as above	All Team Members	Email V-Net	Jan. 4 Jan. 4	Gary Kaplan Joe Rothrock

Same as above	General Public	Facebook Twitter	Jan. 5	Social Media Team
<p align="center"><b>Memorial Family of Services' Affiliation with Virginia Mason Is Official</b></p> <p><b>SEATTLE – (Jan. 5, 2016)</b> – The affiliation of Yakima-based <a href="#">Memorial Family of Services</a>, which includes Yakima Valley Memorial Hospital, with Virginia Mason Health System became final on Jan. 1 as expected, following regulatory review.</p> <p>“I am very pleased to welcome Memorial to our organization,” said Virginia Mason Chairman and CEO <a href="#">Gary S. Kaplan, MD</a>. “We are partnering with a community-focused health system that shares our vision for the future of health care and our commitment to quality and safety.” Dr. Kaplan and Memorial CEO Russ Myers, along with Jim Berg, chairman of the Memorial Board of Trustees, and James Young, chairman of the Virginia Mason Board of Directors, signed the legal document for the affiliation during a Nov. 11 ceremony in Yakima.</p> <p>“We are excited about joining the Virginia Mason organization,” Myers said, “and the opportunities this will create for expanding access to high quality, affordable and patient-centered health services in our community.” The affiliation, a historic first for both not-for-profit organizations, is a non-cash transaction. Memorial Family of Services and Yakima Valley Memorial Hospital, which is owned and operated by the Yakima Valley Memorial Hospital Association, become part of Virginia Mason. Teams from Virginia Mason and Memorial are developing plans that will guide the collaborative integration and enhancement of services over the next several months. Clinical areas designated for integration and/or enhancement first include primary care, digestive diseases,</p>	Media	News Release	Jan. 5	Gale Robinette Rebecca Teagarden

<p>heart, cancer, neurosciences and orthopedics.          "Our management and leadership teams share a vision and commitment to work together in building a health system that is greater than the sum of its parts," Dr. Kaplan said. The affiliation expands Virginia Mason's presence in Central Washington, where it has partnerships with Kittitas Valley Healthcare in Ellensburg and Confluence Health in Wenatchee for providing or supporting specific services.</p>				
<p>Same as above</p>		<p>News Briefs</p>	<p>Jan. 6</p>	<p>Gary Kaplan Joe Rothrock</p>
<p>In January, Memorial Family of Services officially became part of Virginia Mason Health System.</p> <p>This affiliation supports Virginia Mason's work to transform health care. Working closely with Memorial leadership, this affiliation is designed in a way that will allow the aligned organizations to offer clinical programs that bring high-quality, integrated and seamless care to patients on both sides of the Cascades. Under the affiliation structure, the health system will benefit from increased services provided in either location by Memorial or Virginia Mason.</p> <p>The overarching vision with Memorial is to create the healthiest communities in the United States. Ideally, the care will be so tightly aligned and coordinated that when a patient wakes up from a procedure, they won't know whether they are at Memorial in Yakima or at Virginia Mason in Seattle.</p> <p>Through the work together, the focus is:</p> <ol style="list-style-type: none"> <li>1) To help the Memorial team provide the highest quality of care for patients in Yakima.</li> <li>2) To grow patient volume at Memorial. When it makes sense for patients to stay in Yakima for their care, we want them to receive that care with Memorial.</li> <li>3) To welcome Memorial patients to Virginia Mason. When it is appropriate for higher acuity patients to</li> </ol>	<p>Leadership</p> <p>All Team Members</p>	<p>News Briefs</p> <p>V-Net</p>	<p>Jan. 20</p> <p>Jan. 21</p>	<p>Santokh Gill Joe Rothrock</p>

<p>leave the Yakima community, we want those patients to be cared for at Virginia Mason.</p> <p>Initially, efforts for clinical integration will focus on Digestive Diseases, Heart, Cancer, Orthopedics and Neurosciences.</p> <p>A System Integration Council, made up of leaders from both Memorial and Virginia Mason, is overseeing the work by prioritizing and monitoring integration initiatives and scoping the pace of work.</p> <p>More than 20 implementation groups have been formed to focus on integration, including groups for each of the initial clinical areas, finance, supply chain, information systems, pharmacy and radiology.</p> <p>Regular updates will be provided through internal communications channels as this work progresses.</p>				
<p>Facts about Memorial</p> <p>FAQ</p>	<p>All Team Members</p>	<p>V-Net headline</p> <p>Memorial page on V-Net</p> <p>Develop V-Net site for all Memorial information and updates</p>	<p>February</p>	<p>eHealth</p>
<p>Ongoing updates:</p> <p>In each update, feature the work of one or more of the clinical areas and/or one or more of the other integrations groups.</p>	<p>Leadership</p>	<p>Meetings</p>	<p>ELG:</p> <p>LTQM: Jan. 21 (Russ Myers attending)</p> <p>MMM:</p>	<p>Gary Kaplan</p> <p>Gary Kaplan</p> <p>Sarah Patterson</p>

			Feb. 3 March 2 April 6 May 4 June 4 July 6 Aug. 3 Sept. 7 Oct. 5 Nov. 2 Dec. 7  All Provider Town Halls:  Prof. Staff:  Senior Council:	Gary Kaplan  Gary Kaplan  Gary Kaplan
Town Halls  Russ Myers attend Virginia Mason Town Hall(s) to answer team member questions.  Gary Kaplan attend Memorial Town Hall(s) to answer team member questions.	All Team Members	Town Hall	TBC	Gary Kaplan Joe Rothrock
Ongoing updates:  In each update, feature the work of one or more of the clinical areas and/or one or more of the other integrations groups	All Team Members	News Briefs  V-Net  Town Halls	Ongoing	Sarah Patterson Santokh Gill Joe Rothrock

Email box for questions regarding integration	All Team Members	Outlook	Ongoing	Communications
New name/logo communication Share new naming convention	All Team Members  General Public	News Briefs  V-Net  Social Media	When decisions are made	Sarah Patterson Santokh Gill Joe Rothrock Social Media Team
Yakima Rotary Meeting	Yakima Business Leaders	Presentation	March/ April	Gary Kaplan
<p><b>Boilerplate update – Virginia Mason About Virginia Mason</b></p> <p>Virginia Mason, founded in 1920, is a nonprofit regional health care system based in Seattle that serves the Pacific Northwest. In the Puget Sound region, the system includes 336-bed Virginia Mason Hospital; a primary and specialty care group practice of more than 480 physicians; regional medical centers in Seattle, Bainbridge Island, Bellevue, Federal Way, Kirkland, Issaquah and Lynnwood; Bailey-Boushay House, the first skilled-nursing and outpatient chronic care management program in the U.S. designed and built specifically to meet the needs of people with HIV/AIDS; Benaroya Research Institute, which is internationally recognized for autoimmune disease research; and Virginia Mason Institute, which trains health care professionals and others from around the world in the Virginia Mason Production System, an innovative management methodology for continually improving quality, safety and efficiency. Virginia Mason online: <a href="http://www.VirginiaMason.org">www.VirginiaMason.org</a></p> <p>Virginia Mason also includes Yakima-based Memorial Family of Services and Yakima Valley Memorial Hospital, a 226-bed facility serving the Yakima Valley in Central Washington since 1950. Memorial Family of Services comprises primary care practices and specialty care services, including high quality cardiac care, a continuum of</p>	Media	News Releases	January	Leif Ergeson Rebecca Teagarden Michelle Peterson Gale Robinette

<p>cancer care, hospice care, and advanced services for children with special health care needs. Memorial online: <a href="http://www.YakimaMemorial.org">www.YakimaMemorial.org</a></p> <p><b>Boilerplate update – Memorial Family of Services</b> Update in process.</p>				
<p>External website updates: Add information to affiliations pages on <a href="http://VirginiaMason.org">VirginiaMason.org</a> Updates to Memorial website</p>	General Public	External Websites	January	eHealth Team
<p>Updates on affiliation</p>	General Public	Social Media	Ongoing	Social Media Team