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| Subject:<br><b>COMMUNICATIONS</b> |                                 | Issued By:<br>ADMINISTRATION                        |                                  |
|                                   |                                 | Approved By: Kathleen R. Hurtado<br>President & CEO |                                  |
| Policy #:<br>305                  | Issue Date:<br>November 6, 1975 | Revised Date:<br>June 10, 2005                      | Effective Date:<br>June 15, 2005 |

Reference:  
Revised and adapted from LAC + USC Healthcare Network Policy #305.

**PURPOSE**

To establish uniform guidelines for HRA’s response to inquiries from its own Board of Directors or members of the USC Board of Supervisors, and/or other outside agencies and the general public.

**POLICY**

HRA will keep the following entities informed on matters of significant interest:

- HRA’s Board of Directors;
- USC’s Board of Supervisors;
- The Department of Health Services Administration;
- Employees or contractors functioning on HRA’s behalf;
- The public;
- And regulatory agencies.

**GUIDELINES**

Anyone acting on HRA’s behalf is expected to be accurate, courteous, constructive, informative and concise in all communications. All employees and/or contractors shall accurately and clearly identify their public statements either as official HRA position or personal opinion.

**Employee/Contractor Responsibilities**

It is the responsibility of every employee and/or contractor to keep their supervisor fully informed on all business matters, with particular attention to the following:

1. **MATTERS WHERE SUPERVISOR MAY BE HELD ACCOUNTABLE:** Any matters on which their supervisor may be held accountable;
2. **CONTROVERSIAL ITEMS:** Any matters in disagreement or which are likely to become controversial;

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3. **MATTERS REQUIRING ADVICE OR COORDINATION:** Any matters requiring either advice by the supervisor, or coordination by the supervisor with other operations;
4. **MATTERS REQUIRING POLICY OR PROCEDURE CHANGES:** Any matters involving recommendations for change in, or variance from, HRA and/or Medical Center policies or procedures;
5. **MATTERS WHICH MIGHT DISRUPT HRA'S BUSINESS:** Any problem which might disrupt HRA and/or Medical Center functions.

### **Supervisor Responsibilities**

It is the responsibility of every supervisor to:

1. **RELAY INFORMATION:** Interpret or relay information to each employee/contractor regarding the employee's/contractor's duties, or matters of concern to HRA and/or the Medical Center, which may affect the employee's/contractor's work;
2. **FACILITATE COMMUNICATION:** Facilitate communication between the employee/contractor and HRA and/or Medical Center management by forwarding (with comments when appropriate) information regarding the employee's/contractor's operational problems, suggestions, sentiments and opinions relating to matters which lie within the concern of HRA and/or the Medical Center;
3. **COORDINATE WITH OTHER SUPERVISORS:** When appropriate, coordinate and communicate information with supervisory level staff in other units, sections and divisions.

Communication with employees and/or contractors shall be informative, instructional and/or be designated to improve HRA and/or Medical Center communication with all employees.

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HRA and/or the Medical Center will circulate documents which accomplish the following:

1. **DELINEATE DEPARTMENTAL POLICY:**
2. **SPECIFY PROCEDURES:** Specify methods and procedures for accomplishing particular tasks;
3. **RELATE JOB DUTIES & RESPONSIBILITIES:** Relate general information regarding duties and responsibilities of the employee and/or contractor;
4. **PROVIDE ANNOUNCEMENTS OF INTEREST:** Provide announcements of specific interest to HRA's and/or the Medical Center's staff.

**Communication with Other Departments or Agencies**

Operating communications with other departments or agencies shall continue to follow established and approved channels.

Letters of complaint or criticism may be sent by senior HRA management, or higher, to their counterparts in other agencies or departments. However, the President & CEO of HRA, or their designated representative, must approve all communications which:

1. **REQUEST A CHANGE IN POLICY OR PROCEDURE:** Request a change in policy, or major procedure, or service, from another agency or department;
2. **CONFLICT WITH AN EXISTING HRA AND/OR MEDICAL CENTER POLICY OR PROCEDURE.**



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**POLICY**

Page 4 of 4

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**ADMINISTRATION**

Approved By: Kathleen R. Hurtado  
President & CEO

Policy #: 305

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**Communication with HRA’s Board, USC’s Board of Supervisors, or any individual member of either Board and/or their staff**

All direct and indirect communication from HRA employees/contractors to HRA’s Board of Directors, USC’s Board of Supervisors or any individual and/or their staff from either organization must be channeled through HRA’s President & CEO. HRA’s President & CEO shall expedite inquiries received by HRA and/or the Medical Center from HRA’s Board of Directors or from USC’s Board of Supervisors. In order to increase the speed of response, the President & CEO may relay the inquiry by telephone to the responsible supervisor. For information and control purposes, written confirmation of the telephone call and a copy of the inquiry will be sent to the responsible employee and their superior(s). All internal written communications related to such inquiries will also be expedited.

In any case, where a full response cannot be given the same day as the inquiry, a response giving that fact, the reason and the expected time of response will be given the same day.

**Communication from News Media**

All inquiries from the news media will be referred to HRA’s President & CEO. Notice of the inquiry will be immediately telephoned to the President & CEO and/or their designee.

**RESPONSIBILITY**

Everyone acting on behalf of HRA

**REFERENCES**

California Code of Regulations, Title 22(7)  
DHS Policy# 150, 151, 440, 745