

RISK COMMUNIQUÉ

Social Media – Employment Practices Risk Management

Statistics indicate approximately two of every three Americans visit social media networks online. Facebook alone boasts more than 500 Million account holders worldwide. Average Facebook users add 90 pieces of content per month to their personal profile; are tied to more than 130 “friends” on their account; and 50 percent log in on a daily basis.

Hospice and home healthcare organization employees and volunteers are utilizing social media networks and websites at a rapid pace. Facebook, YouTube, Twitter, LinkedIn, personal Web pages, and blogs are only a few of the current social media resources tapped frequently. Employees’ and volunteers’ usage, written content, as well as photographic and video-based images on their social media sites can create a multitude of problems for them as individuals and the healthcare organizations they work for. Healthcare agencies may have an interest with their employees’ and volunteers’ social media communications that are considered a breach of confidential information, inappropriate, offensive, unprofessional, disparaging, defamatory, discriminatory or harassing. Among other risks, a healthcare organization could be held liable for its employees’ or volunteers’ postings on their personal social media networking sites. This Communiqué provides hospice and home healthcare organizations with analysis and risk management guidelines for managing difficult issues involving social media usage.

Employees’ and volunteers’ reasonable expectation of privacy versus healthcare organization’s interest in objecting to individuals’ personal social media usage:

An inherent conflict regarding social media is an individual’s reasonable expectation of privacy or confidentiality when the content (written text, pictures, or videos) is being disseminated on the World Wide Web. Any person posting a video on YouTube, for example, is essentially the owner of his or her own international Internet distribution center or “television” station. An employee’s or volunteer’s social media content could be distributed for “the world to see” even when it’s not the intention. An email, Facebook post, photograph, blog, or video, could be passed along to an endless number of recipients.

Of course individuals may attempt to limit who has access to their social media sites or communications, but these communications frequently land in the hands of unintended recipients. Inappropriate, offensive, or personal communications often are called to the attention of healthcare organization leaders who are left to determine what actions, if any, could or should be taken against the employees or volunteers who authored the written content, or posted the pictures or videos.

A variety of different factors should be taken into consideration when assessing the healthcare agency’s interest in objecting to employees’ and volunteers’ social media usage:

On healthcare organization time or within organization facilities – The healthcare organization has a vested interest in what behavior or activities its employees and volunteers are engaged in while “on the clock”, within organization facilities or otherwise engaged in business-related activities. Employees and volunteers should be cognizant of their inappropriate usage of business-owned telephones, computers or other devices to communicate offensive, intimidating, discriminatory, harassing or other unprofessional social media content. Employees or volunteers may be disciplined even when using their own personal laptop computer or Smartphone while on duty, organization property or otherwise engaged in business-related activities.

This is a sample guideline furnished to you by Hospice and Community Care Insurance Services. Your organization should review it and make the necessary modifications to meet the needs of your organization. The intent of this guideline is to assist you in reducing risk exposure to personnel. For additional information on this topic, you may contact your Risk Control Representative at (800) 233-1957 or visit www.hccis.com

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“Off-duty” – Employees or volunteers may post pictures, videos or written text on their personal social media site while off-duty. However, it is crucial employees and volunteers understand that postings made on their own time, from their own computer or Smartphone, and while off healthcare agency property can still harm the organization, its personnel and the community served. Under a variety of circumstances, these off-duty communications can be tied directly to business-related activities, personal or professional reputation within the community or co-worker relationships.

Business-related information – Employees and volunteers may use their personal social media networks to discuss business-related information and could violate confidentiality laws (i.e. HIPAA – Health Insurance Portability and Privacy Act) and / or organization policies. Workers may communicate sensitive or confidential information about the organization’s clinical, financial, operational and personnel functions. Similarly, social media sites may contain medical or personal information about persons served by the healthcare organization.

Co-workers as subjects of postings – Problems result when an employee or volunteer posts information, allegations, pictures or videos about co-workers that could be considered harmful to that individual. For instance, an employee or volunteer can post disparaging allegations that are harassing, discriminatory or retaliatory in nature against co-workers. Again, it may be considered irrelevant if the offending party posts such information while on or off-duty.

Policy Development

Work with locally retained labor and employment counsel to develop policy language pertaining to employees’ and volunteers’ usage of social media. Personnel decisions such as hiring / selection, discipline, terminations, demotions and promotions can be impacted by employees’ or volunteers’ social media usage. Legislation and case law is ever changing in part due to new social media technologies. Legal concerns may include non-union employees’ rights to engage in “concerted activities” as protected by the National Labor Relations Act; whistleblower protections; some states’ laws protecting “legal off-duty activities”; and wrongful termination and discrimination claims.

A healthcare organization may develop a stand-alone policy addressing social media or networking. Alternatively, policy language specific to social media can be woven into an existing organization policy on other electronic communications systems.

Remember that there are likely policies already in place within your organization that could be applied to social media usage, such as policies that address:

- Breach of confidentiality or unauthorized communications regarding private business-related information. This may include medical information, clinical operations, financial data, sensitive personnel relations matters or even photos or videos taken at business-related events.
- Inappropriate usage of business time or equipment (i.e. computers) or is otherwise detrimental to productivity, morale, work culture or mission and purpose of the organization. Social networking has been referred to as social “not-working” because so many employees are spending work-related time on their personal social media sites.
- Code of Conduct – The Hospice and home healthcare industry relies heavily on the public trusting in the integrity and professionalism of its workers. Healthcare organizations typically have instituted policies that allow employees or volunteers to be disciplined for behavior on or off-duty that reflects poorly on the integrity and professionalism of the organization.

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- Misuse or misrepresentation of the healthcare organization's name or business. For their personal social media site, employees or volunteers may "copy and paste" the organization's logo and consequently violate copyright or trademark laws or protections.
- "Representing" the healthcare organization – An individual's social media site may indicate he or she is an employee or volunteer of a certain healthcare organization. Therefore, representations made by that person on the social Web site could be misperceived as representing the views of the organization.
- Harassment, discrimination, retaliation or other behavior that may be considered inappropriate, offensive or intimidating.

Personnel should receive and sign a form acknowledging their understanding of the parameters of the electronic communications systems (including social media) policy. The form also should include the organization's ability to monitor their usage while on duty, within organization facilities or while engaging in business-related activities.

Implementing a policy that bans employees' or volunteers' usage of social media networks is most likely unrealistic and will be perceived as overreaching by personnel. Instead, focus on a policy that is grounded in common sense and places reasonable restrictions on content and usage.

Train, Train, and Train Some More

Utilization of social media and other electronic communications systems is complicated and a daily-changing subject matter. Attempting to satisfactorily address the topics by written policy alone is not recommended. Healthcare organizations are encouraged to provide training for its employees and volunteers on social networking and other electronic communications systems. It is important not only to explain the parameters of a social media and electronic communications systems policy, but allow for questions. Straightforward, periodic training will help personnel understand that the healthcare organization is not trying to play "big brother", but instead regulate social media usage that may be clearly detrimental to the organization or its workers.

Conclusion

Americans value and protect their reasonable expectations of privacy in respect to their personal activities, such as what Web sites they frequent, communications they author or photographs or emails they send. However, problems often arise when a healthcare worker's personal communications are inappropriate, offensive, disparaging or discriminatory and disseminated to others within the organization or members of the community served.

It is clear that as individuals we choose how to communicate with others. Social media carries a greater risk of information being distributed to many outside the originally intended scope of communication. Educate employees and volunteers about exercising sound judgment when utilizing social media, while reinforcing the potentially detrimental impact of irresponsible communications.