


HENRY FORD HEALTH SYSTEM

Category 3 Customer Focus

April 16, 2012

Denise P. Beaudoin
VP, Customer Engagement



Panelists

Denise Beaudoin	Vice President , Customer Engagement dbeaudoi1@hfhs.org
Sven Gierlinger	Vice President, Hospitality and Service Culture sgierli1@hfhs.org
Rose Glenn	Sr. Vice President, Communications and Chief Marketing Officer rglenn1@hfhs.org
Anna Marcantonio	Director, Performance Excellence, Community Care Services amarcan1@hfhs.org

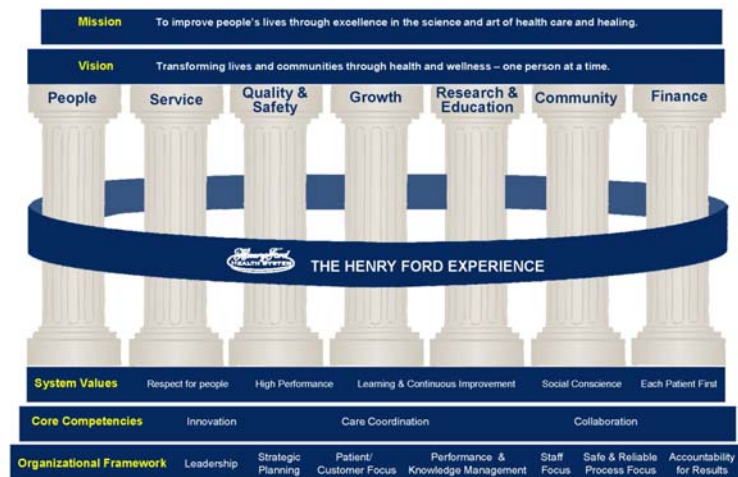


Integration Across 9 Business Units

- 4 acute care hospitals
 - Henry Ford Hospital staffed by Henry Ford Medical Group
 - 3 Community hospitals supported by both employed and private practitioners
- Henry Ford Medical Group
- Henry Ford Physician Network
- Community Care Services
- Behavioral Health Services
- Health Alliance Plan



“The Henry Ford Experience” 7 Pillars of Performance



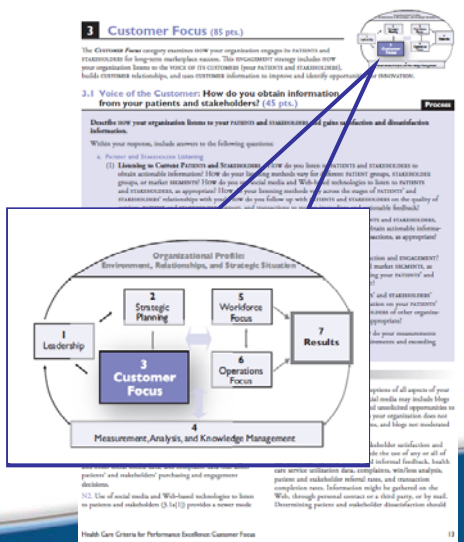
Customer Focus

3.1 How do you obtain information from your patients and stakeholders?

- Listen to patients and stakeholders and gain satisfaction and dissatisfaction information

3.2 How do you engage patients and stakeholders to serve their needs and build relationships?

- Healthcare service offerings
- Relationship Management



Voice of the Customer

Listening to our Patients and Stakeholders

Patients,
Community, Purchasers

- Patient Advisory groups
- National Research Corp
- RL Solutions
- Market Research/on-line
- Website
- Patient Surveys
- Social Media



Voice of the Customer Listening through Social Media

Opportunity

With the connectivity made possible by social media, there is a new way to **engage customers, solve problems, and build goodwill** for brands. Understanding how social media can transform customer relations for the better can be substantial for reducing costs and improving brand image.

- *The viral nature of social media affects brand and awareness faster than most other forms of communication*
- *Our ability to respond in a timely manner*
- *Obtaining real-time feedback and understanding what customers like and don't like is essential*



Voice of the Customer Listening through Social Media

Process / Messages are monitored and reviewed

1. Check-In: Using foursquare, Facebook and Twitter
2. Employee: Employee messages/mentions on platforms ranging from positive mentions, issues/concerns/questions, to "check-ins"
3. Issues/Concerns/Questions: Flagged messages/mentions that raise any issue, concern or questions
4. Neutral: messages/mentions where a Henry Ford facility, practitioner, product or service is mentioned or represented fairly
5. Positive: messages/mentions indicating, relating to, or characterized by affirmation, addition, inclusion



Voice of the Customer Social Media Monitoring Resources

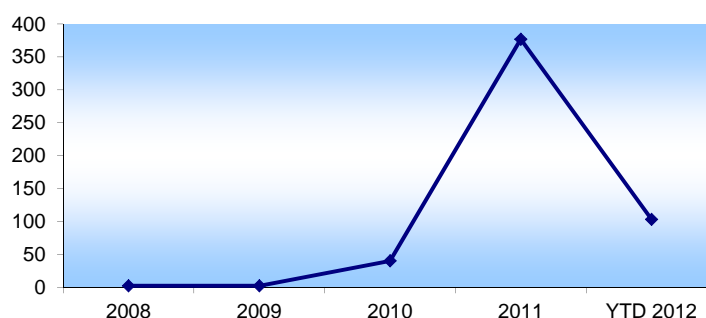
Process:

- **Social Media Platforms:** Email alerts and manual checks of the Social Media platforms where HFHS has a presence. Monitored centrally and across all business units. (*Facebook, Twitter, YouTube*)
- **Google Alerts:** Email updates of the latest relevant Google results (web, news, etc.) based on your choice of query or topic.
- *Yahoo Pipes, Hootsuite Streams, etc.!!*



Social Media and Web Complaints

Social Media Complaint Management



Voice of the Customer: Our Journey

Figure 7.2-3 IP Top Box Likelihood to Recommend (PG)
Updated

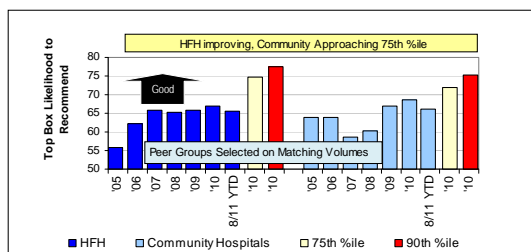
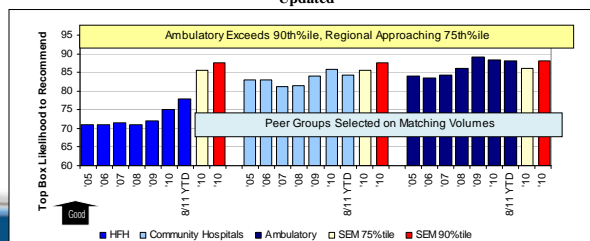
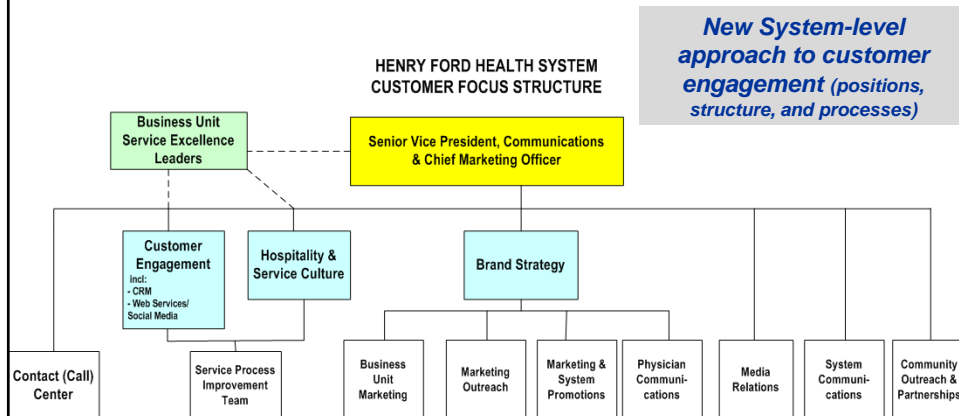


Figure 7.2-10 Ambulatory Surgery Top Box Likelihood to Recommend (PG)
Updated



Customer Focus

Our Journey from Satisfaction to Engagement



From Customer Satisfaction To Customer Engagement



Leadership Competency Model



- ✓ Model strong personal service skills
- ✓ Develop service skills in others and holds others accountable to uphold the Team Member standards of Behavior
- ✓ Seek out and use data from patients, family members and other customers in developing word-class service excellence



Team Member Standards

Making the Henry Ford Experience come alive in all we do

<p>I am POSITIVE <i>Display a positive attitude.</i></p> <p>I am ACCOUNTABLE <i>Take ownership and be accountable.</i></p> <p>I am a COMMUNICATOR <i>Offer open and constructive communications.</i></p> <p>I am RESPONSIVE <i>Respond in a timely manner.</i></p> <p>I am PROUD <i>Take pride in the System.</i></p>	<p>I am RESPECTFUL <i>Respect and be sensitive to privacy/confidentiality.</i></p> <p>I am COMMITTED <i>Commit to team members.</i></p> <p>I am METICULOUS <i>Maintain a clean and safe workplace environment.</i></p> <p>I am INNOVATIVE <i>Foster and support innovation.</i></p> <p>I honor DIVERSITY <i>Honor and respect diversity.</i></p>
--	---

Five Fundamentals of Consistent Communication

- ✓ Safety Loyalty
- ✓ Decrease Anxiety
- ✓ Increase Compliance
- ✓ Quality
- ✓ Patient Loyalty

A Acknowledge
I Introduce
D Duration
E Explanation
T Thank You



Huddles



one person AT A TIME HUDDLE

WEEK OF AUGUST 26, 2011
FOCUS FOR THE WEEK

Employee rounding can go along way
When we talk about rounding, it's often in the context of patient rounding which is a great way of being proactive toward meeting patient's needs. Rounding also involves leaders taking time each day to round and check on the status of their employees. Rounding is a way to get a handle on problems before they occur and also to reinforce positive behavior.

Leaders: Take time on a consistent basis to touch base with your employees, make a personal connection, find out what's going well, and determine what improvements can be made.
Employees: Be receptive to your leader who is taking the time to round. Use this time to share ideas on what's working well or what tools or equipment might be needed to do the job even better or who might be recognized among the team.

**FOSTER AND SUPPORT INNOVATION
OUR CUSTOMER'S VOICE**

As a hospital CEO was rounding on the pacemaker floor he stopped a patient and asked how their experience was. He was expecting them to mention their procedure, how they felt after their stay, the accommodations, or the fact that the equipment that was just placed in his chest had more technology than the Apollo 13 spacecraft. But the patient smiled at him and said that the smile on his pacemaker technician's face lit up his day. Isn't it funny how both innovative technology combined with the small and simple things – like a smile – can make a difference?

What's your story?

SYSTEM UPDATE

Innovation at its finest!
This week's team member standard "Foster and Support Innovation," fits nicely with the innovative work taking place at Henry Ford Hospital as it prepares to open the Henry Ford Innovation Institute in fall 2011. The Innovation Institute will combine the expertise of Henry Ford Medical Group physician scientists with the schools of engineering and business from Wayne State University and the College for Creative Studies to develop innovative new medical technology and devices.

In addition to the innovative combination of academic and creative minds, Henry Ford Hospital also is combining the old with the new. The Innovation Institute is taking one of the oldest buildings on the Detroit campus – the nearly 100-year-old Education Building – and turning the inside into a contemporary "think tank" where the development of medical products and solutions will be generated. Watch for more on the Innovation Institute as it nears its launch.

THIS WEEK'S TEAM MEMBER STANDARD

Henry Ford HEALTH SYSTEM

USE INNOVATIVE

ONE PERSON AT A TIME

For information on Team Member Standards visit [Customer Engagement](#)

NEW ON HENRY
Share your patient experience as part of the new mystery shopping program. Look for this icon on HENRY [@henryford](#)

FEEDBACK?
Write us at: info@henryford.com



From Customer Satisfaction To Customer Engagement



- ✓ Alignment of Service Goals and Incentives
- ✓ Organizational Performance Review
- ✓ Leadership Cascaded Goal
- ✓ Reports to the President and COO when monthly targets are not met



From Customer Satisfaction To Customer Engagement



EMPLOYEE ENGAGEMENT

GALLUP:

Q01: I know what is expected of me at work.

Q03: At work, I have the opportunity to do what I do best every day

Q04: In the last seven days, I have received recognition or praise for doing good work.



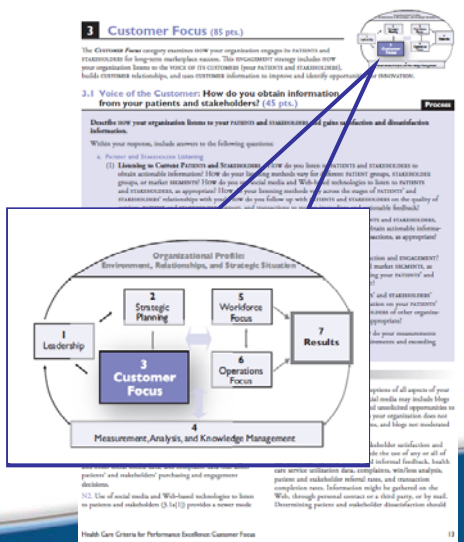
Customer Focus

3.1 How do you obtain information from your patients and stakeholders?

- Listen to patients and stakeholders and gain satisfaction and dissatisfaction information

3.2 How do you engage patients and stakeholders to serve their needs and build relationships?

- Healthcare service offerings
- Relationship Management



Healthcare Service Offerings Identify and Innovate

- On-line
 - MyHealth Portal
 - Real-time Mammography appointments
 - E-visits
- Henry Ford West Bloomfield Hospital – 4 Filters
 1. Safety & Quality
 2. Compassionate Care
 3. Memorable Experiences
 4. Efficiency



*Taking Health and Healing
Beyond the Boundaries of Imagination*



Healthcare Service Offerings Identify and Innovate

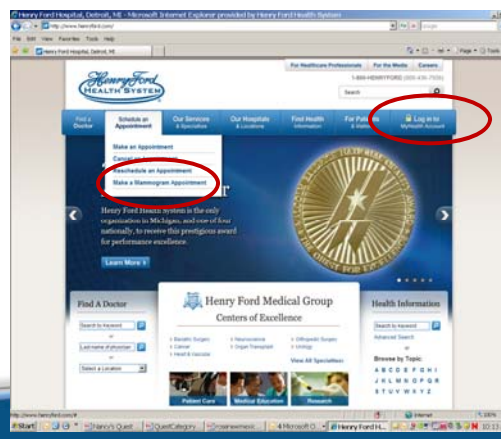
- On-line Mammogram Appointments



- MyHealth

- Rx Renewals
- Lab & Test Results requests
- E-mail your physician
- Bill Pay

- E-visits



Healthcare Service Offerings Identify and Innovate – Building a New Hospital

- Warehouse set up for design of patient rooms, furnishings, colors, feng shui
 - 200 nurses, doctors and caregivers walked through and gave input on design
 - Patient Focus Groups - over 2000 people
 - Evaluated couches, beds, linens, shower heads, etc.
 - Tested out supply storage
 - Designed Medication Administration process to minimize steps
- Functional Teams with representation from across HFHS
- 70 Design Changes



Healthcare Service Offerings Identify and Innovate



Henry Ford
HEALTH SYSTEM

Healthcare Service Offerings Identify and Innovate – AND DEPLOY!!



**An Unsurpassed Food Culture focusing
on the necessity of a healthy
diet as part of achieving optimal health**

- Fresh, nutritious, gourmet like inpatient food delivered 24/7

Henry Ford
HEALTH SYSTEM

Malcolm Baldrige
National Quality Award
2011 Award Recipient



Relationship Management

Goal: Find, attract and develop new customers, nurture and retain current, and entice former patients back into the fold

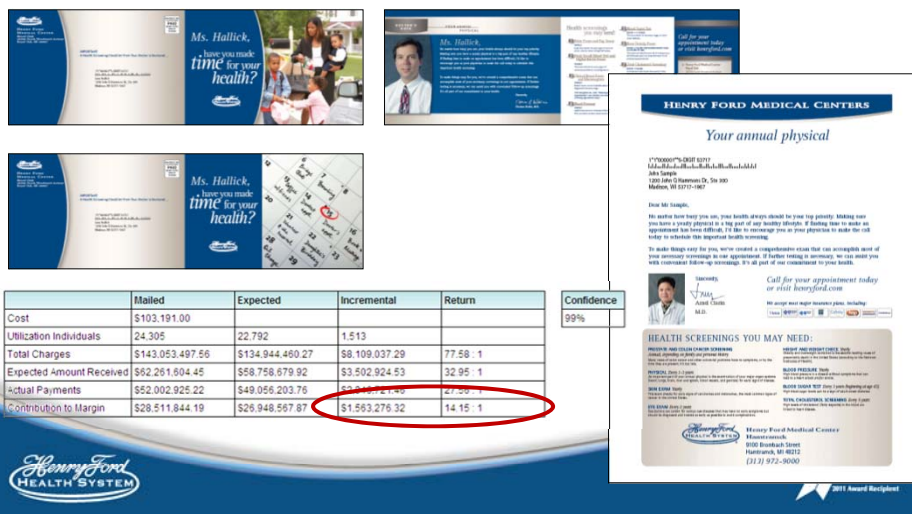
Tools / Methodology:

1. **Predictive models (CHUI/PDI)** – like a credit score to predict health care need in next 12-18 months. From 0-999, the higher the score, the more likely the need.
2. **Perceptual Profiles** – all individuals grouped into 1 of 6 categories to determine the best way to reach them (e.g., newsletter vs. postcard, heavy text vs. graphics, fear vs. feel good message).
3. **RF6** – all records grouped into 1 of 6 categories regarding frequency of health visits (e.g., dormant, recurring, sporadic, etc.)
4. **iCRM (Instant CRM)** – allows customizable content to web pages based on health interests and CHUI/PDI scores.
5. **Payor Models** – helps to predict prospects with high likelihood to have health insurance.



Customer Relationship Management & Engagement

- **Preventive Health Program** – birth date triggered monthly mailing which targets individuals for health screenings who have not had a wellness visit in the last 12 months.



Panel Discussion

Denise Beaudoin

Vice President , Customer Engagement
dbeaudoin1@hfhs.org

Sven Gierlinger

Vice President, Hospitality and Service Culture
sgierli1@hfhs.org

Rose Glenn

Sr. Vice President, Communications and Chief Marketing Officer
rglenn1@hfhs.org

Anna Marcantonio

Director, Performance Excellence, Community Care Services
amarcan1@hfhs.org

