



HENRY FORD HEALTH SYSTEM

## How to Communicate with Employees to Drive Engagement and Learning

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## Panelists

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## Henry Ford Health System

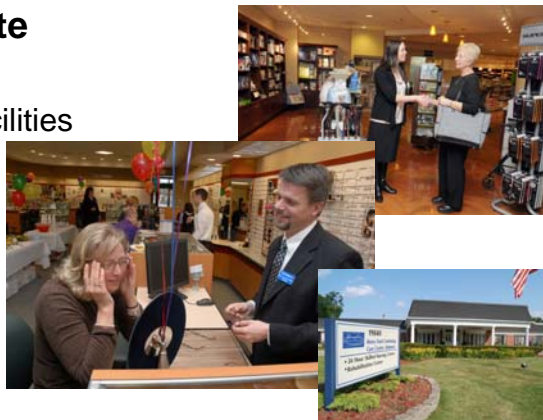
**Core Services:**

- Four acute med/surg and two behavioral health hospitals
- Henry Ford Medical Group
  - 32 Medical Centers
  - 1200 physicians & scientists
- 2200 private physicians
- 1500 MD & DO physician trainees
- Health Alliance Plan

## Henry Ford Health System

### Pre- and post-acute services:

- 2 Skilled nursing facilities
- Home Health Care
- Outpatient Dialysis
- Home Products
- Retail Pharmacies
- Vision Centers



## Henry Ford Health System

### Other Statistics (annual):

- Over 23,000 employees
- Over 200 care delivery sites
- 102,000 admissions, 2200 beds
- 418,000 ED visits
- 3.2 million office visits
- 88,000 surgeries



## Effective Communication: Back to the Basics

Critical success factors:

- Structure
- Process
- Culture



## Effective Communication: Back to the Basics (cont.)

- Structure
  - Led by corporate senior leader (CMO)
  - Integrated across System;  
matrixed to Business Unit CEOs
  - Partnership with CHRO
    - Communications manager embedded in HR team



## Effective Communication: Back to the Basics (cont.)

- Process
  - Aligned with Pillars and specific strategic initiatives and action plans
  - Focused on engagement through exchange and involvement
    - Employee “Champions”
    - ERGs
    - Two-way communications



## Effective Communication: Back to the Basics (cont.)

- Process
  - Driven by a wide range of tactics that deploy consistent key messages
    - Face-to-Face
    - Print, Electronic & Online Media
    - Social Media



## Our Employees Share Our Story



## Communication System Face-to-Face Tactics

- Huddles
- Orientation
- Town Hall meetings
- Leader rounding
- One-on-one meetings
- All-Leadership meetings
- Appreciative rounds

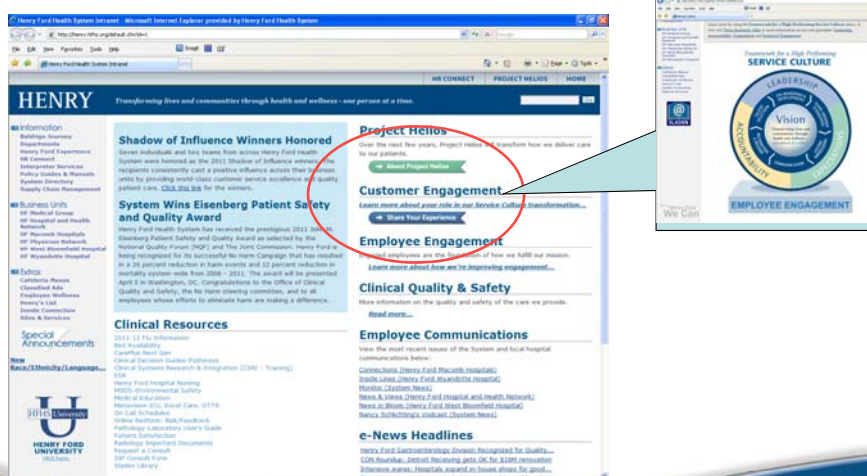


# Communication System Print, Electronic & Online

- Leader toolkits
- Morning Post
- Newsletters
- Henryford.com
- Henry, our intranet



## Intranet: Henry



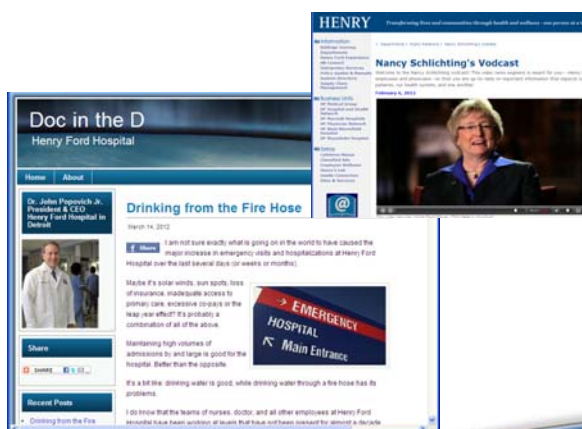
## Communication System Print, Electronic & Online (cont.)

- Huddle boards/postings
- Banners
- Voicemails broadcasts
- Screen savers
- Hotlines (e.g.ethics, compliance)
- Video



## Communication System Social Media

- Vodcasts
- Blogs
- Twitter
- Facebook
- YouTube





## I Wanna Wash My Hands



## Effective Communication: Back to the Basics (cont.)

- Culture
  - CEO-led
  - Visible, accountable leadership
  - Open and transparent
  - Focus on innovation



## Business Unit Leaders Driving Culture

- Each CEO builds a culture of communication and shares those practices with peers at senior leader meetings:
  - “Sensing” meetings
  - “Path to Purpose”
  - “I am a Communicator”



## Hospital Communication Council

*To ensure the care team is aligned around an individualized team-based plan of care for the patient by ensuring effective communication among all care team members, between care team peers and most importantly between the care team members and the patient and/or patient representative.*

### Membership:

- Gerard van Grinsven, Chair of Hospital Communications Council
- Karen Harris, Dr. Bruce Muma, Jean Lakin, Rebecca Kuchar
- Unit Medical Directors and MLP Representatives
- Nurse Managers
- Leaders from Case Management/ATMO, Pharmacy, Marketing/PR
- Project Coordinators: Tara Danneffel/Dr. Chase Coffey

## Hospital Communication Council Prioritized Areas of Focus

- Creating a unified care plan
- Multidisciplinary Rounding
- Identification of the care team
- Patient / Family involvement
- Consult Process
- Handoff Communication

## Internal PR Campaign

- Sent letter to every employee's home
- Regular video messages
- Information in News & Bloom
- HFWBH Quality Expo – March 29
  - Employee's to present Communication Improvement work
- Town Halls, Innovation Lunches, etc.

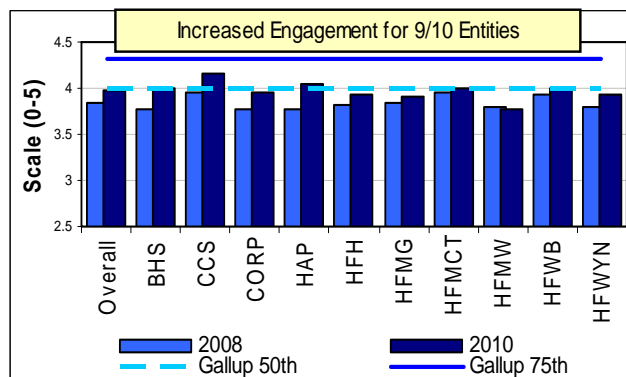
## Measures of Success

- Improve Blended Press Ganey Communication metric **to 75%** by end of year 2012
  - a 5% increase from current score of 71.5%
  - Considering raising goal to 80% a 12% increase
- Reduce Overall Harm rate **to 41.8 incidents/1000 patient days** or below
  - 6% of the Overall Harm Rate can be impacted just by communication failure improvements



## Sample Engagement Outcomes

Fig. 7.3-10: Employee Engagement



## Lessons Learned

- All leaders must drive, support, and actively participate in employee communication
- Communication priorities must align with strategic initiatives
- Metrics are as important as messaging...take time to identify desired outcomes and measure



## Lessons Learned (cont.)

- Pushing out messages without customer listening, input and involvement will fail
- Social media is not a fad—it must be part of the mix
- Partnership with Human Resources is critical



## Parting Thoughts: Break Through the Clutter

- Consistent Key Messages
- Repetition
- Interactive
- Innovative
- Fun!



## When We Win, So Do Our Patients



## Panel Discussion

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