Hardwiring Service as a Brand Strategy

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What we’ll cover

• Relationship between patient experience & brand
• Case example for linking operational accountability with service and brand
• Techniques for hardwiring service into culture
• Aligning internal and external messaging
What is a Brand?

• Positioning strategy
• Name
• Theme line
• Logo
• Lore/ Word of Mouth/ Stories
Mission, Vision and Positioning

“Us to Market” Description

- **Mission Statement:**
  - What we say we are and do for the market.

- **Vision Statement:**
  - Our view of the organization in the new future.

“Market to Us” Description

- **Positioning:**
  - How we want to be known by the market.
  - An exercise in minimalism
  - Expressed in theme line
Positioning for Whom?

- Our priority segments for **Positioning:**
  - First group is the **consumer** - patients & donors
  - Second group is our **internal constituency**
  - Third group is our **referring physicians**
The Positioning Question

• What do you want to be known for in your market, with your priority segments?
Hallmarks of Good Positioning

• Rooted in real strengths

• Differentiates us from competitors

• Presents an attractive face to the consumer
Familiar Folks
MedStar At A Glance

- $4.5B System
- Ten hospitals in Maryland and the Washington, D.C. region
- Academic medical centers and community hospitals

- 30,000 Associates
  - 8,000 RNs
- 6,000 Affiliated Physicians
  - 1,600 employed physicians
  - 1,100 Residents/year
MedStar Access At A Glance

- Many call centers and many vanity numbers
- 16 public web sites not all managed internally
- No explicit service standards
- Patient pathways not part of clinical pathway
- Rebranded in 2011
MedStar’s Vision

- To be the trusted leaders, caring for people and advancing health

- Our vision drove strategy which drove rebranding
Business Strategy

Develop a seamless, distributed network and continuum of care that builds healthier communities.

Tactics

– Build and buy

– Push healthcare out of the hospitals

– Fill in geographic and service gaps
Brand Positioning

There is a strong desire to positively position MedStar against Johns Hopkins Medicine (known for research) and University of Maryland (known for education and trauma) by not trying to compete on their turf, but rather on the strengths of MedStar. Interestingly, most see these strengths as “tangible” (examples: size, geography, continuum of care, etc.) rather than “emotional drivers” (examples: trust, provider approachability, good communicators, etc.).
August 2010 research indicated MedStar brand name awareness is relatively high, but brand familiarity is weak. Familiarity will be enhanced through brand positioning.

Brand positioning is the process of fashioning a message strategy that creates an indelible, distinctive and motivating impression of MedStar in the minds of your audiences.

Proper brand positioning creates an enduring emotional bond. Four considerations include:

• Compassionate Care
• Comprehensive Services
• Leadership
• Leadership Plus
The CMB August 2010 Research concluded that the two competitive strengths of MedStar are:

- Compassionate Care
- Comprehensive Services

While each or a combination of both could be the platform for MedStar’s brand positioning, BrandSavvy believes neither adequately addresses the weak perceptions of expertise in treating complex conditions, innovation and technology...in other words compassionate care and comprehensive services alone will not “elevate” the system brand.
Brand strategy meets the patient experience
- Positive Word-of-Mouth
- Loyalty
- Utilization*
- Preference
- Top-of-Mind Awareness
- Name Recognition

Business Development

Brand Development
Your Brand is Your Promise to the Market

How do you hardwire the brand promise of service?

Brand = Name, Logo and Stories
A Good Brand

- Supports recruitment
- Attracts business and philanthropy
- Enables an organization to achieve its vision
- Is THE growth strategy!
Creating a Positive Patient Experience Through Access

Patient Experience

- Service Standards
- Training
- Technology
- Knowledge
What you don’t know, CAN hurt you

- Access
- Courtesy
- Branding the call in greeting & closure
Mystery Shopping (MS) to Ensure the Patient Experience

- Mystery shopping is required for all services marketed
- The MS reports influence operations by giving a real time assessment of operation.
- MS takes the *Point of View* of the patients.
Communications To Align Brand Messaging

• ALL Communications
  – Internal, external, digital
  – Physician

• ALL Public Messaging
  – Media
  – Community Groups

• ALL Advertising
Communications Plan

• Message Platform
  – Web and Intranet
• PR and Media Relations Messaging
  – Boilerplate
• Community Relations
• Government Relations
Caution! Put Tactics in Context

- Tactics support...
- Strategy
  - Supports...
- Objective
  - Supports...
- Goal
Hardwiring 101

• Vision before goals
• Goals before strategy
• Strategy before tactics
“If you don’t know where you’re going, any road will get you there.”
Create an Intentional Culture

• Define the desired culture (Intentional culture)
• Conduct a gap analysis
• Identify priorities
We are a patient-centered, employee-owned culture that always demonstrates compassion, teamwork, gratitude and fun while personally connecting with each other and our community.
(sample) Culture Shifts

Accept Adequate ➔ Continuous Improvement
Victim ➔ Owner
Silos ➔ Unified
Tolerant ➔ Accountable
Inconsistent ➔ Standardized
Task-oriented ➔ Purpose-driven
Align behaviors & incentives

- Leadership development
- Accountability
- Engage the heart
- Share success
# Key Drivers for Raising the Bar

**Priority**

- Visibility
- Communication
- Accountability
- Alignment
- Support

**Key Drivers**

<table>
<thead>
<tr>
<th>Key Drivers</th>
<th>Senior Leadership Team</th>
<th>Management Team</th>
<th>Service Excellence Team</th>
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<tbody>
<tr>
<td></td>
<td>- define roles and expectations of all leaders</td>
<td>- rounding</td>
<td>- establish scorecard based on goals</td>
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<td>- develop strategic communication plan</td>
<td>- storytelling and coaching</td>
<td>- establish hiring practices that target desired behaviors</td>
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<td>- develop clear and compelling vision</td>
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<td>- establish service excellence standards and structure for orientation, training, and accountability</td>
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<td>- set standards for leader communication</td>
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<td>- tie service excellence into performance review and management tools</td>
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<td>- define brand experience</td>
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<td>- design service excellence reward and recognition processes</td>
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<td>- establish service excellence as key organizational strategy</td>
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<td>- develop innovation/input processes related to service</td>
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<td>- align incentives</td>
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<td>- establish methods to help connect employees’ everyday work efforts to overall service strategy</td>
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<td>- commit resources to Service Excellence Team and Action teams</td>
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<td>- create service excellence team</td>
<td>- crucial conversations</td>
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<td>- set standards for service coaching</td>
<td>- hiring practices</td>
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<td>- address barriers to employee engagement</td>
<td>- employee engagement</td>
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<td>- hold managers accountable for service coaching</td>
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<td>- allocate adequate resources</td>
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<td>- set expectations for interdepartmental service improvement (rounding huddles)</td>
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<tr>
<td>People</td>
<td>- set expectations for managers</td>
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<td>- use knowledge of each employee to create and discuss his/her connection to purpose</td>
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<td>Processes</td>
<td>- storytelling</td>
<td>- one-on-ones</td>
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<td>Purpose</td>
<td>- resource decisions allocation</td>
<td>- traffic reports</td>
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<td>Passion</td>
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<td>- huddles</td>
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<td>- engage the heart</td>
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Telephone Training for Staff and Managers

- Leadership training – Coaching service behaviors
- Training for front line staff
- Service Level Expectations
- Performance Reviews of staff and managers
Know what to do

Want to do

Know how to do
Your Quality Assurance (QA) Tool

Coaching and Recognition Tool

Employee Name: ____________________________
Date of Observations: ______________________
Time of Observations: ______________________
Caller scenario:

Phone Access
Call answered in 3 rings or less
1 2 3 4 5

Phone Greeting
Phone call was answered with a time-appropriate salutation
"Good morning, afternoon, evening"
1 2 3 4 5

Attendant introduced the organization and department, along with stating his or her name
1 2 3 4 5

Offered to help the caller
"How may I help you?"
"How may I direct your call?"
1 2 3 4 5

Notes

Transforming culture. Shaping patient experience
Five Essential Steps

Clarify specific objectives and agreed upon results

Observe baseline and identify the gap

Actions needed to close the gap

Communicate: guide and encourage with consistent feedback

Help and support to make sure that they have the tools needed and barriers removed
Methods for Observation

- Side-by-side observation
- Y connection
- Remote Listening
- Mystery Shopping
Peer Audits

- Scheduled
- Not reciprocal
- Use QA Tool
Mystery Shopping

• Gives unbiased review
• Provides additional coaching opportunities
• Provides data from the consumer perspective
Critical Considerations

• Do they have the tools and support they need?
• Are your expectations of them realistic?
Questions?
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