The Power of the Health Care Experience to Transform Philanthropy

2016 AHP Big Ideas

Bill Littlejohn
Chief Executive Officer
Sharp HealthCare Foundation

Lynn Skoczelas
Chief Experience Officer
Sharp HealthCare

Diane Lofgren
Chief Marketing Officer
and SVP, Marketing & Communications
Sharp HealthCare
Sharp HealthCare Began with Gifts

65 Years Later We Continue to Transform Health Care in San Diego Through Philanthropy…
Established Through Philanthropy

Largest Healthcare Provider in San Diego (29% Market Share)

Four Acute Care, Three Specialty Hospitals
3,500+ Physicians; Two Affiliated Medical Groups

17,000+ Employees

1,000,000 Individuals Impacted Each Year
Three Philanthropic Foundations
Generating $15 million to $25 million in Annual Revenues
The Roles of Health Care Philanthropy

Philanthropic Investment:
Financial Individual, Institutional

The Power of
The Sharp Experience
The Transformation of Philanthropy
15 Years of The Sharp Experience

$250 + in revenues

50,000 Guardian Angel gifts and recognitions

$200 million of philanthropy impact and $2 billion in health care investment in San Diego

$1 million per year from employees
Strengthening the Culture of Philanthropy through Internal Communication

Coronado Hospital Foundation

Community Members and Medical Staff Support the New Healthy Living Center

Ron and Betsy Vernetti pledged $40,000 toward the Healthy Living Center at Sharp Coronado Hospital. When the center opens next spring, the Physical Therapy and Exercise Room will recognize the Vernetti family. Additionally, Sharp Coronado Hospital Medical Staff donated $15,000 towards the center. For more information, contact Nora Boswell at nora.boswell@sharp.com or 619-522-3841.

Grossmont Hospital Foundation

Homes for Hospice: Goal Achieved!!

More than $2.5 million has been donated by grateful hospice patients and their families, community leaders, employees and affiliated physicians to support a third home for Sharp HospiceCare. Because of their support, Grossmont Hospital Foundation purchased a 1.1-acre property in Bonita as the latest site of Sharp HospiceCare’s unique living environments, designed for patients and their families facing a life-limiting illness.

Thanks to McBeth Foundation

For the past two years, the McBeth Foundation of Laguna Beach has provided grant support to Grossmont Hospital Foundation for hospital equipment needs. In September, they awarded a grant of $50,000 for a Nurse Call System in the Emergency Department. The nurse call system technology excels at automated patient surveillance and alerts and safety protocol compliance.

... and Many Thanks the Grossmont Hospital Auxiliary!

Grossmont Hospital Volunteer Auxiliary pledged $500,000 toward the new Heart and Vascular Center at Sharp.

Associate Professor of Healthcare Philanthropy
A Culture of Collaboration – Caring and Giving in the Hospital

Philanthropy Across the Enterprise

Welcome To The Lawson Web Portal

View Instructions For Many Lawson Web Applications From The Tips And Tricks Page. For Problem Reporting, Please Contact The Technical Assistance Center At (619) 627-5000.

- Mileage Reimbursement

- Become an Employee Donor

You Together we are inspiring change. Together we are transforming the healthcare experience.

With your donation to Sharp, you are helping build facilities, fund innovative programs, and provide technology that saves lives.

Becoming an Employee Donor at Sharp is easier than ever through Lawson! To make a donation now, visit Employee Giving.
Creative Collaboration in Major Gift

5 YEARS.
7,000 DONORS.
$50 MILLION.

The Sharp HealthCare campaign for excellence: Transforming Healthcare in San Diego.

Thank you to our 7,000 donors including individuals, families, employers, board members, physicians, hospital volunteers and organizations for your dedication to transforming health care in San Diego.

INSPiRE
The Sharp HealthCare Campaign for Excellence
Institutional Impact: The Sharp Experience, Philanthropy and Community Benefit

Sharp Foundations have distributed $150 million over the last decade – about $1 million a month -- leveraging more than $1 Billion in investments.

Each year Sharp provides some $350 million in Community Benefits – almost $1 million a day.
Our Most Important Role: Sharing Inspired Stories of Giving
The Sharp Experience Journey
Transforming the Healthcare Experience
Through Employee Engagement

Lynn Skoczelas, BSN, MBA, CEEE
Chief Experience Officer
Sharp HealthCare
Reflection

Your **SPARK** can become a **FLAME** and change **EVERYTHING**.

*Edgar Daniel Nixon*
What is The Sharp Experience?
Going From **Good-to-Great**

Sharp in 2000 – a **Good** Organization:

- Fortunate to have a stable leadership team
- Financially healthy
- Planning to build and expand facilities
- Recognized as #1 integrated health care delivery system in California
Listening to the Voice of our Customers

100 Focus Groups
   Staff
   Physicians
   Patients
   Volunteers
   Board Members

Tell us about YOUR Sharp Experience
The Results!

Focus Group Results

The experience at Sharp was OK

No differentiation

Much room for improvement in ALL health care experiences
Lighting the **Spark of Possibility**
The Journey Begins . . .

National Best Practice Investigation:
**Studying the Best of the Best** (in and out of health care)

- Experience Economy
- The Disney Institute
- Studer Group
- Ritz Carlton
- GE
- Other Hospitals & Health Systems
- And more…
Making Health Care Better
The Infrastructure

New vision

New structure

New model for change
A Vision to Make Health Care Better
Starting with Our People

Sharp’s Vision to transform the health care experience and make Sharp:

Best place for employees to work,

Best place for physicians to practice medicine,

Best place for patients to receive care,

Ultimately, the best health care system in the universe!
7 Pillars of Excellence

Quality • Safety • Service • People • Finance • Growth • Community
A Model for Change

Performance & Experience Improvement
- 100 Action Teams
- 1,000 Action Team Members

Accountability
- Report Cards & Measures
- Hardwiring

The Sharp University
- Leadership Development
- Employee Development
- Physician Development
Starting with the Basics

- Becoming a Learning Organization
- Building Strong Foundations
- Creating New Experiences
# Sharp Basics

## The Sharp University
- Quarterly Leadership Development Sessions
- New Leader Experience
- New Employee Experience
- Physician Leadership Academy

## Staying Sharp
### Sharp Foundations
- Behavior Standards
- Must-Haves
- AIDET
- Service Recovery/ACTT
- Crucial Accountability

## Quality & Performance Improvement
- Pillar Report Cards
- Accountability
- Lean/Six Sigma
- Baldrige Criteria & Discipline
- HRO

## Experience Design
- Signature Moments
- Ceremonies & Symbols
- Everything Speaks
- Appreciative Inquiry
- On-Stage/Off-Stage
Alignment & Accountability

Pillars of Excellence

- System Strategic Plan, Five-Year Plan
- System Goals/Target
- Entity Strategic Plans, Five-Year Plans, Goals/Targets, Dashboard
- Dept./Unit Goals/Targets, Business Plans
- Supplier/Partner Goals/Targets, Business Plans
- Individual Goals/Target
- Individual Accountability Grid, Action Plans
- Individual Merit, Bonus

Performance Measurement System

Report Cards by Pillar
Igniting our Workforce

Our Challenge:
To spark 14,000 team members, 2,600 physicians and 2,000 volunteers

Our Solution:
The All-Staff Assembly:
A Recommitment Ceremony
Tapping into the **Wisdom** of our People

The Architects of Change
100 Action Team Leaders / 1,000 Members

Employee Satisfaction
Patient Satisfaction
Physician Satisfaction
Service Recovery
Reward & Recognition
Standards
Measurement
Communication
The All-Staff Assembly: A Recommitment Ceremony
All Sharp team members
Three identical sessions held over 2-days
Sharp HealthCare
Pillars of Excellence Awards
Exemplify the spirit of The Sharp Experience

Recognition for extraordinary achievement

Individual
Team
Department
Sharing Our Stories
Holds Us Accountable
Documentary
Real Life. Real People.
Unscripted. Unrehearsed.

Patient Letters

Live Patient Testimonials
Engaging Physician Partners

Physician Leadership Academy

All-Physicians Assembly
Creating a Lasting Memory
Signature Moments
Creating a Lasting Memory
Signature Moments
Creating a Lasting Memory
Signature Moments
An Attitude of Gratitude

Sharp’s Signature Moment
Marketing Health Care

William Harper isn't used to getting a thank-you note from a hospital. But, sure enough, a few days after his visit to Sharp Memorial Hospital, he received a card in the mail with the following message: "Thank you for allowing us to participate in your care." It was signed by four members of the CT scan staff: Cynthia, Andrea, Mirabel and Tess.

Over the years, Harper said, he has undergone routine examinations at hospitals in Washington, D.C., Maryland, Iowa, Michigan, Delaware and San Diego. "None ever marked my visit by a card or even a phone call," the appreciative patient said.
Ceremonies & Symbols

Connecting Heads, Hearts and Hands

Locking in the learning

Creating commitment
Malcolm Baldrige National Quality Program

Alignment and synergy with The Sharp Experience

Discipline and process-driven approaches

Measures & metrics to drive actions
High Reliability Organization (HRO)

Sharp is committed to ensuring highly reliable systems, structures, and processes to achieve zero defects and zero harm.

Sharp is embarking on an HRO initiative
- Fostering an environment that eliminates patient harm and workforce-related injuries
- Achieving zero defects in organizational processes across all seven pillars of excellence

Extension of The Sharp Experience Model for Change
- Model Developers
- Action Teams
- Listening to the voice of our employees, executives, physicians, and volunteers
- Incorporating the science of safety through the engagement of industry experts
Your Role in HRO

Sharp’s vision is to be the best place to work, practice medicine and receive care by consistently delivering The Sharp Experience to patients, their loved ones and each other.

As part of our journey to excellence, we are embarking on an initiative to become a high reliability organization (HRO). By hardwiring highly reliable processes and behaviors within our culture, you can help us ensure zero defects and zero harm by doing right, every time.

Our High Reliability Organization Model

- Committed to Zero Defects, Zero Harm
- Creating a Culture of Safety
- Continuously Improving Our Processes
- Engaging Patients, Physicians and Employees
- Founded on The Sharp Experience
- Promoting Mutual Respect and Teamwork
Sharp’s High Reliability Commitment

Another Tool in The Sharp Experience Toolbox:

Behaviors of The Sharp Experience
Planetree
Malcolm Baldrige Criteria
Magnet
Patient and Family Centered Care
Lean/Six Sigma
And more…
Action Teams

Transforming the health care experience

Then (2001)
- Behavior Standards
- Employee Satisfaction
- Patient Satisfaction
- Physician Satisfaction
- Service Recovery
- Reward and Recognition
- Measurement
- Accountability

Now (2016)
- Mutual Respect
- Teamwork
- Reliability Huddles
- Continuous Process Improvement
- Employee Safety
- Measurement
- Accountability
Welcome Page & Home Page

Welcome to the Sharp Insight Community

The Sharp Insight Community is a place to share your ideas and perspective about Sharp HealthCare. By participating in this online community, you’re making your voice heard and helping improve health care in San Diego and beyond.

Why Join?
Sharp HealthCare is committed to transforming the health care experience — and we want to hear from you about what we’re doing well and areas where we could improve.

As a member of the Sharp Insight Community, you’ll be part of a select group of individuals helping us implement changes that will lead to ever-greater levels of care. Join now.

FAQs
Learn answers to frequently asked questions.

Member Login
Email address
Password
Remember me
Log in or Join now

Survey Invitations
- Do you need your feedback about:
  - 1. Study on book 1
    - Mar 24, 2016 9:01 AM
  - 2. Study on book 10
    - Apr 02, 2016 9:01 AM
  - 3. Study on book 12
    - Jul 01, 2016 9:01 AM
  - 4. Study on book 20
    - Apr 04, 2016 9:01 AM

Activity Score
View your points earned.

Welcome Panelist
We’re happy you’re here. Check out the current activities or share your feedback instantly by taking the quick poll.

Sharp Insight Community

We’re Listening
We love getting feedback from the community, and we’ve already made some positive changes based on what we’ve heard. One recent example: we removed our former open enrollment survey for more timely health news. That’s why we created Sharp Health News — an online newsletter dedicated to sharing relevant health-related information.

Sharp Health News
- Going beyond expectations
  - Mar 23
- 5 things to know about (not-so) perfect skin
  - Mar 23
- Spice up your health
  - Mar 22

Visit us on Facebook
Visit us on Twitter
Visit us on Instagram

Sharp Health News
- 401 N Lily Ave, La Jolla, CA 92037
- Phone: 858.554.1313
- SharpHealthNews@sharp.org
- SharpHealthNews.org

Follow Sharp Health News on Google+
Does it Make a Difference?

▲ Employee satisfaction
▲ Employee retention
▲ Patient satisfaction
▲ Quality clinical outcomes
▲ Employee/patient safety

▲ Physician satisfaction
▲ Net revenue
▲ Bond rating
▲ Philanthropic support
▲ Market share
The True Measure of Success
The True Measure of Success
The True Measure of Success
Marketing The Sharp Experience

Diane Lofgren
Chief Marketing Officer and Senior Vice President
Marketing & Communications
Sharp HealthCare
Marketing Serves:
One System Serving Distinct Communities & Health Needs

- **17,000+** Employees
- **2,000** Volunteers
- **3,500+** Physicians
  - Multi-Specialty Medical Group
  - IPA
  - Sole Practitioners

- **4** Community Hospitals
  - Serving Distinct Communities

- **3** Specialty Hospitals
  - Women and Newborns
  - Behavioral Health
  - Chemical Dependency

- Sharp Foundation
- Sharp Health Plan

- Cardiac Services
- Oncology Services
- Orthopedic Services
- Rehabilitation Services
- Global Patient Services
  - Cruise Line Evacuations
  - Foreign Country Evacuations
## Integrating the Team

### Marketing & Communications

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### Entity

- Collaborate with System Marketing Team
- Full complement of Marketing, Advertising and PR
- Support Leadership Teams and Physicians
How Marketing Supports The Sharp Experience through Internal Communication

- SharpNet
- Experience Sharp Magazine
- All-Staff & All-Physicians Design and Staffing Support
- Entity CEO Messaging
Stories of The Sharp Experience:
Real, in-the-moment stories as the patient’s journey unfolds

30-minute TV Documentary
Debuted at All Staff

60-second Mini-Documentaries
Aired on Network and Cable television stations

30- and 15-second TV Commercials
Experience Sharp Magazine

Issue focused on how generosity changes lives

Featured various donors, projects and ways to give
Purposeful Interconnection

Daily Mash-Up

Pitching and responding to trending news making local and national headlines.
We also include ways to tell The Sharp Experience stories and connect with potential donors.
Purposeful Interconnection

Customer & Media Engagement Center

Real time monitoring of news and social media mentions of Sharp HealthCare
Sharp in the News
Emoji Billboard Ad

Aimed at reaching health care decision makers

Millennials:  
25 - 34

General Market:  
Women 35 - 64
Women’s Wrap

October 2015
National Breast
Cancer Awareness Month

Facebook
164 likes
2 comments
21 shares

Instagram
64 likes
3 comments

Twitter
2 Likes
3 Retweets
December Nights
Sharp Mary Birch Hospital for Women & Newborns
Nursing Lounge at Petco Park

Investing in young families and future generations

All-Star Nursing Lounge for your little slugger
Now open at petcoPark

SHARP Mary Birch Hospital for Women & Newborns
New Ocean View Tower

First new hospital in the South Bay in 40 years

Open in Fall 2019

Panoramic ocean views from the tower rooftop café
Marketing a Next-Generation Hospital

New hospital announced publicly in November 2015

70 years of serving a diverse community with a commitment to excellence, innovation and compassion

Multi-faceted, multi-phase marketing and communications campaign
Digital marketing provides health content anytime, anywhere meeting the health care needs of consumers.
Complete redesign of Sharp HealthCare website.

Primary goal to drive referrals to Sharp-affiliated physicians.

Redesigned with commitment to what the patient *wanted* to use instead of what our leadership team or physicians *thought* we should offer.
Sharp Health News
Statistics
September 2015 – April 2016

Total visits 110,895
Average daily visits 464
Unique page views 141,018
Average pages per visit 1.3
Digital Advertising

Open Enrollment advertising campaign includes online banner ads, social media posts, Gmail ads and in-stream video banners.

Average monthly clicks: 11,000
Sharp Women’s Health Conference

1,000 women attended this annual conference

Physician, lifestyle and cooking presentations, and health screenings

Cheryl Strayed
American novelist

Billy Blanks Jr.
Fitness expert

Bertice Berry
Award-winning lecturer
Sharp Community and Employee Events: Shared on Social Media
Sharp Lends A Hand
Shared on Social Media

Mike Murphy @MikeMurphySD · Feb 22
Spent the weekend with special @sharphealthcare team members at Feeding America. Had a great time!
#SharpLendsAHand
Medicare Marketing

“Understanding How Medicare Works” classes held monthly

Targeted direct mail campaign to San Diego county residents

Online content and videos that feature answers to some of the most common Medicare questions
Questions?