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GOING RADICAL - CREATING THE HOSPITAL OF THE FUTURE



AN EDUCATIONAL SYMPOSIUM

GOING RADICAL

CREATING THE HOSPITAL OF THE FUTURE



Taking Community Engagement & Hiring Beyond the Boundaries of Imagination

- **Rose Glenn**

Senior Vice President, Marketing & PR
Henry Ford Health System

- **Rita Fields**

Vice President, Talent & Workforce
Strategies
Henry Ford West Bloomfield Hospital



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Radical Outreach: Relationship-building to Win Over the Community and Recruit Staff

- **Rose Glenn**

Senior Vice President, Marketing & PR
Henry Ford Health System



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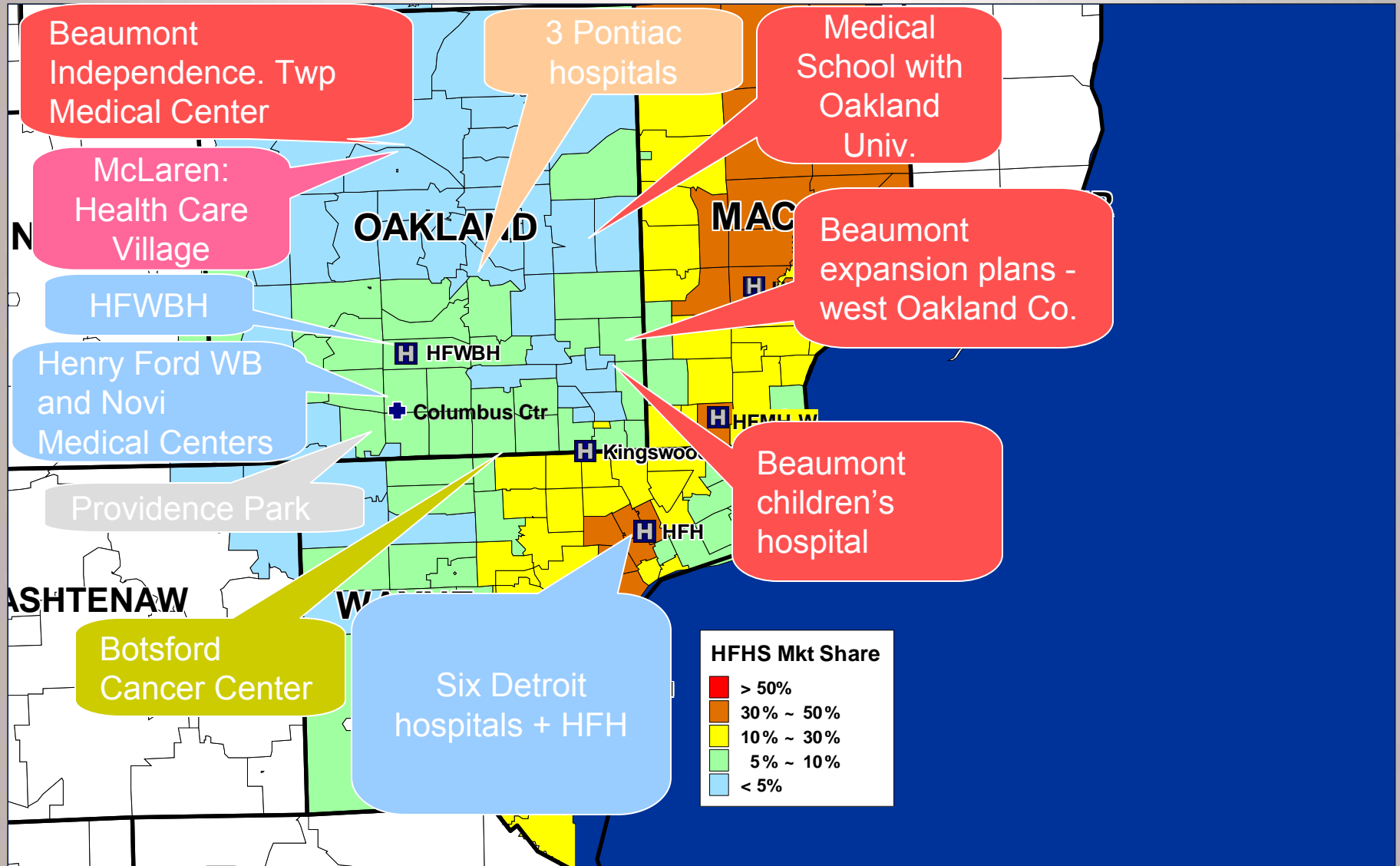
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A Competitive and Crowded Market



FRIDAY
APRIL 2



"People in your condition fill undertakers with confidence for the future."



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Engaging the Community

- Individual meetings with Township leaders
- Individual meetings with Woodlands & Wetlands Boards
- Neighbor meetings

*Could have never accomplished this
without Facilities/Construction leaders
who really get it!*



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Engaging the Community

- Community Advisory Council
- Direct-mail newsletter
- Editorial board meetings and positive media coverage



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Engaging the Community

- Listen for understanding
- Incorporate input and feedback into actions
- Develop and re-enforce key messages



2003 was a very good year...

- Wetlands Board approves.
- Woodlands Board approves.
- Township approves.

***And neighbors speak on our behalf
at all three meetings!***



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But we can't move forward

Plaintiffs file an injunction...

And the community and media
engagement kick into high gear!



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The Final Go-ahead: Critical Stakeholder Engagement

Community & Authenticity



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Community & Authenticity

- Tours of mock rooms
- Hundreds of presentations to community groups
- Meetings with key market segments
- Strategic media placements



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Community & Authenticity

- Engaged our publics
- Created ambassadors one opinion leader at a time
- Built relationships with aligned organizations
- Used the media wisely— including Social Media



MEDIA HIGHLIGHTS

Hospital Opening

- ✓ **Pooch brings good medicine**
Detroit Free Press (Feb. 11)
- ✓ **Patient focus name of game at new Mich. hospital**
MSNBC (Feb. 25)
- ✓ **Patient focus name of game at new Mich. hospital**
Chicago Tribune (Feb. 25)
- ✓ **Patient focus name of game at new Mich. hospital**
Forbes (Feb. 25)
- ✓ **New West Bloomfield hospital takes broad approach**
Detroit Free Press (Feb. 25)



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- ✓ **Henry Ford boasts private rooms, shops**
Detroit Free Press (Feb. 25)
- ✓ **Henry Ford Health System previews new resort-like hospital**
Detroit News (Feb. 25)
- ✓ **Patient focus name of game at new Mich. hospital**
MLive.com (Feb. 25)
- ✓ **Henry Ford Opens West Bloomfield Hospital**
Crain's Detroit Business (Feb. 25)
- ✓ **New Henry Ford Hospital Opening**
WDIV-Ch. 4 Detroit (Feb. 25)
- ✓ **Sneak Peek: New Henry Ford W. Bloomfield Hospital**
WWJ-Newsradio 950 AM (Feb. 25)



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- **High-Tech Rx for Wellness: Henry Ford West Bloomfield Hospital Opens**
WWJ-Newsradio 950 AM (Feb. 25)
- **New West Bloomfield hospital takes broad approach to wellness**
WZZM – Ch. 13 Grand Rapids (Feb. 25)
- **Michigan Hospital Ups the Standard for Patient Comfort**
WLAJ – Ch. 3 Lansing (Feb. 25)
- **Rx for Wellness: Henry Ford West Bloomfield Hospital Opens**
The Energy Daily (Feb. 25)
- **Patient focus name of game at new Mich. hospital**
Lansing State Journal (Feb. 25)



- **Patient focus name of game at new Mich. Hospital**
Fox 28 – WSJV, South Bend, IN (Feb. 25)
- **New Henry Ford Hospital Opening**
WDIV-Ch. 4 Detroit (Feb. 25)
- **A hospital? A spa? Henry Ford rolls it all in to comfort patients** (Front Page)
Detroit Free Press (Feb. 26)
- **Hospital builds unit for women** (Front Page)
Detroit News (Feb. 26)
- **CEO: Every hospital should be as equipped as new Henry Ford**
Detroit Free Press (Feb. 26)
- **Hospital serves up hospitality**
Detroit Free Press (Feb. 26)



- ***New Henry Ford Hospital Opening***
MSNBC (Feb. 26)
- ***Henry Ford West Bloomfield Hospital opens***
My TV20 Detroit (Feb. 26)
- ***Doors open soon at new \$360 million hospital with all-private rooms***
News-Medical.net (Feb. 26)
- ***Posh birthing center offers midwife services, too***
Observer & Eccentric Newspapers (March 1)
- ***Mind-body connection***
Observer & Eccentric Newspapers (March 1)
- ***Henry Ford's new hospital livens up the competition***
Crain's Detroit Business (March 1)
- ***New Hospital has grand beginning***
Observer & Eccentric Newspapers (March 5)



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Results Were Wonderful

Henry Ford – West Bloomfield Hospital Patient Volumes March 15 - 31, 2009

	<i>March 15-31 Actual</i>	<i>March 15-31 Budget</i>	<i>Variance from Budget</i>
<i>Admissions</i>	324	221	103
<i>Patient Days</i>	1,183	917	266
<i>Length of Stay</i>	3.65	4.15	0.50
<i>Births</i>	65	43	22
<i>Surgical Cases- Hospital</i>	86	79	7
<i>Surgical Cases- Ambulatory</i>	214	224	(10)
<i>E.R. Visits – Hospital</i>	1,425	1,170	255
<i>Clinic Visits</i>	N/A	N/A	N/A
<i>Ancillary Visits</i>	3,671	3,857	(186)



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We're

Henry Ford

We Can



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Henry Ford West Bloomfield Hospital: Taking HR Beyond The Boundaries of Imagination

Rita Fields

Vice President

Talent & Workforce Strategies

Henry Ford West Bloomfield Hospital



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Strategy Components

- Key Strategy:
 - ✓ Recruitment Process
 - ✓ Recruitment Marketing
 - ✓ Orientation
 - ✓ Engagement
- Hospital Staffing Final State



Discussing the Vision of HR with Gerard van Grinsven



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Key Strategy: Recruitment Process

- External Focus Groups
- 'Ideal Applicant Experience' & LEAN
- Internal review & buy-in
- Extensive, 'real-time' dashboard
- Additional selection tool: Talent+



Key Strategy: Recruitment Process

- Retention: candidate and employee
- Extensive timeline
 - personal phone calls
 - ‘candidate care packages’
 - invitation to hospital events
 - receipt of News & Bloom & emails
 - special hard hat tours for candidates



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Key Strategy: Recruitment Marketing

- Creative multimedia approach (print, online, direct marketing, alumni, social media, training programs, outplacement services, movie theaters)
- Consistent messaging
- Diversity recruitment focus
- System template



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Key Strategy: Orientation

- Intended to create an orientation experience that engages each new employee to be connected to our mission
- Focused on retention from day one
- Conducted empirical literature review and benchmarking of best-in-class healthcare orientation programs
- Broadway Production 101



Key Strategy: Engagement

- Had them at “hello” through orientation
- Quarterly pulse surveys
- Created culture of accountability around employee engagement



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Hospital Staffing Final State as of March 15, 2009

- 1126 positions filled
- 170k+ applications
- 20% of hires were internal transfers
- 95% of positions were filled
- 92% of critical to fill positions filled
- Avg. # of days in process: TWS = 13 (10)
- Avg. # of days in process: SMs = 36 (19)



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Challenges

- Processing hundreds of candidates while finalizing other critical initiatives to ensure successful opening of hospital
- Managing extensive orientation process pre-opening and modifying for post-opening
- Blending new employees with existing workforce



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Challenges

- Leveraging employees' strengths and natural talents with staffing and developmental opportunities
- Assisting employees in navigating significant change while remaining engaged and connected to the mission



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Questions?



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