Making Health Care Better
The Story of The Sharp Experience

Sonia Rhodes
Vice President, Customer Strategy
The Sharp Experience & The Sharp University
Sharp HealthCare
Reflection

Your SPARK can become a FLAME and change EVERYTHING.

Edgar Daniel Nixon
What’s Your Story?
Sharp HealthCare
Going From Good to Great

2000 = GOOD

- Stable leadership team
- Financially healthy
- Solid plans to build/expand facilities
- Industry Accolades
Listening to the Voice of our Customers

- 100 focus groups
- Tell us about *your* Sharp Experience
Learning that **Good**
Can Be the *Enemy* of **Great**

JUST OK
Lighting the Spark of Possibility
The Journey Begins . . .

Studying the Best of the Best

The Experience Economy
Work Is Theater & Every Business a Stage
B. Joseph Pine II
James H. Gilmore

Disney Institute

The Ritz-Carlton Hotel Company, L.L.C.

GE
imagination at work

StuderGroup

San Diego’s Health Care Leader
Making Health Care Better
The Infrastructure

Model  Structure  Vision
Igniting our Workforce

The Challenge
The Solution
Vision for a Brighter Future

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.
New Structure: 6 Pillars of Excellence

Quality ▪ Service ▪ People ▪ Finance ▪ Growth ▪ Community
New Model for *Change*

<table>
<thead>
<tr>
<th>Performance &amp; Experience Improvement</th>
<th>Accountability</th>
<th>The Sharp University</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 100 Action Teams</td>
<td>• Report Cards &amp; Measures</td>
<td>• Leadership Development</td>
</tr>
<tr>
<td>• 1,000 Action Team Members</td>
<td>• Hardwiring</td>
<td>• Employee Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Physician Development</td>
</tr>
</tbody>
</table>
The All-Staff Assembly
A Recommitment Ceremony

San Diego’s Health Care Leader™
Work is LOVE Made Visible
The Basics

• Tapping into Brilliance
• Building Strong Foundations
• Becoming a Learning Organization
• Creating New Experiences
• Telling Our Story
Employee Experience Drives Everything

- Employee Experience/Engagement
- Value
- Customer Experience/Satisfaction
- Customer Loyalty
- Profit Growth Bottom Line

Results from Employee focused culture
Created by engaged, loyal employees
Influenced by the value and customer experience created by engaged employees
Results from Positively memorable customer experience
Stimulated by customer loyalty
Architects of Change

100 Action Team Leaders / 1,000 Members

- Employee Satisfaction
- Patient Satisfaction
- Physician Satisfaction
- Service Recovery
- Reward & Recognition
- Standards
- Measurement
- Communication
Building Strong Foundations

Tools, Tactics. Expectations
12 Standards of Behavior

Attitude Is Everything

Attitude is Everything
Create a Lasting Impression

We treat every customer as if he or she is the most important person in our workplace. Our behavior and attitude create a positive first impression that is lasting. We strive to exceed expectations.

Make Words Work

Make Words Work
Talk, Listen and Learn

We communicate with courtesy, clarity and care in all verbal and non-verbal messages. We listen attentively to customers to understand their needs and to ensure they comprehend information we provide to them.

Thank Somebody

Thank Somebody
Reward and Recognition

Reward and recognition are central to the Sharp culture. We express gratitude and appreciation to one another. We celebrate our accomplishments and hard work to make Sharp the best place to work, practice medicine and receive care.

Teamwork

All For One, One For All
Teamwork

Sharp team members share a common purpose: to serve our customers. We build up each other; we share our successes, failures, information and ideas.

San Diego's Health Care Leader
Make It Better!

Make it Better!
Service Recovery

When the Sharp Experience doesn’t go right for a customer, we pledge to make things better. We listen and respond with empathy and apologize for not exceeding expectations. We are proactive in making amends, even in difficult situations.

Think Safe, Be Safe

Think Safe, Be Safe
Safety at Work

It is essential that we provide a hospitable, healing, healthy, and safe environment at Sharp Healthcare. We identify and report safety hazards promptly, and apply remedies whenever needed.

Look Sharp Be Sharp

Look Sharp Be Sharp
Appearance Speaks

When we dress, groom, and maintain our workplace with care, we show respect for our customers and give them confidence in our ability to care for them.

Keep In Touch

Keep In Touch!
Ease Waiting Times

Keeping our customers informed puts them and their families at ease. We are committed to sharing information and acknowledging the presence of our customers at all times.

San Diego’s Health Care Leader ™
It's a Private Matter
Confidentiality
Sharp HealthCare protects customers’ confidentiality, privacy and modesty in all situations. We are sensitive to the personal nature of health care, and we do everything we can to earn the trust that others place in us. We strive to promote peace of mind and relieve anxiety.

Viva La Différence!
Diversity
At Sharp HealthCare, we know that our differences, unique talents and varied backgrounds come together to create a stronger whole.

To “E” or Not to “E”
E-Mail Manners
Using e-mail may save the sender time, but may not always be the most appropriate or expedient way to communicate. Use discretion in sending, responding to and forwarding e-mail. Remember that electronic messages can be subpoenaed and used as evidence in legal proceedings.

Get Smart
Increasing Skills and Competence
Sharp HealthCare is committed to helping its employees, leaders and physicians learn and grow. Professional development demonstrates a desire to continually enhance the delivery of health care. We encourage innovation and constant improvement in efficiency and effectiveness.
Sharp’s Five Must-Haves

1. Greet people with a smile and “hello”
2. Take people where they are going
3. Use key words at key times
4. Foster an attitude of gratitude.
5. Round with staff, patients and family
## The 5 Fundamentals of Service

<table>
<thead>
<tr>
<th>A</th>
<th>Acknowledge</th>
<th>Acknowledge people with a smile and use their names.</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Introduce</td>
<td>Introduce yourself to others politely.</td>
</tr>
<tr>
<td>D</td>
<td>Duration</td>
<td>Describe duration and delays.</td>
</tr>
<tr>
<td>E</td>
<td>Explanation</td>
<td>Explain how procedures work and who to contact if they need assistance.</td>
</tr>
<tr>
<td>T</td>
<td>Thank You</td>
<td>Thank people for using Sharp HealthCare.</td>
</tr>
</tbody>
</table>

Adapted from Studer Group
Becoming a Learning Organization

- Leadership Development
- Physician Development
- Employee Development
Quarterly Leadership Development

Quarterly Off-Site Sessions

- 1,500 Leaders (Leads, Supervisors, Managers, Directors and Senior Executives)
- Across two-days of learning
  - State of Sharp & Report Card
  - Best practice speakers
  - Trailblazers of Excellence
  - Tools and toolkits
  - Adult learning methods
- Accountability Grids to hardwire learning

San Diego’s Health Care Leader™
### Key Learning

#### People Pillar
- Employee Opinion Survey
- Leader Roll-out

#### Accountability Grid Items

| 1. Using the prescribed process and toolkit, share the EOS results with all of your staff. |
| 2. Using the facilitator and brainstorming skills learned today, with your team, identify the top 3 gap areas for focus. |
| 3. Create an action plan to address the focus areas and monitor results. Submit the plan to your direct supervisor. |
| 4. Share the Compensation and Benefits Programs information with your staff. |

<table>
<thead>
<tr>
<th>Leads and Supervisors</th>
<th>Managers &amp; Directors</th>
<th>VP's and COO's</th>
<th>CEO's</th>
</tr>
</thead>
<tbody>
<tr>
<td>Submit to direct supervisor by:</td>
<td>Submit to direct supervisor by:</td>
<td>Submit to entity CEO by:</td>
<td>Identify Best Practices and Wins to share with system CEO:</td>
</tr>
<tr>
<td>March 30th</td>
<td>April 6th</td>
<td>April 13th</td>
<td>April 20th</td>
</tr>
</tbody>
</table>

### Results:
Creating New Experiences

- Design and stage experiences
- Create signature moments and positive memories
- Engage each customer in an inherently personal way
“Experiences are inherently personal existing only in the mind of an individual who has been engaged on an emotional, physical, intellectual or even spiritual level.”

Joe Pine & Jim Gilmore

Welcome to the Experience Economy

Harvard Business Review
Signature Moments
Creating a Lasting Memory

San Diego’s Health Care Leader™
<table>
<thead>
<tr>
<th>Signature Moments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banana Bread</td>
</tr>
<tr>
<td>Angel Wings</td>
</tr>
<tr>
<td>Sleep Well</td>
</tr>
<tr>
<td>ICU Flower Photos</td>
</tr>
<tr>
<td>Inspirational Quote Cards</td>
</tr>
<tr>
<td>Memory Bears</td>
</tr>
<tr>
<td>Comfort Massage</td>
</tr>
<tr>
<td>Spa Water</td>
</tr>
<tr>
<td>Organic Garden</td>
</tr>
<tr>
<td>Walk the Labyrinth</td>
</tr>
<tr>
<td>Housekeeping Hosts</td>
</tr>
<tr>
<td>Towel Animals</td>
</tr>
</tbody>
</table>
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.
Brand Promise
Brand Experience

Authenticity

Brand Promise
Brand Experience
The Power of Story

- Real Life. Real People.
- Unscripted
- Unrehearsed
- Authentic
- Accountable
Accountability a **KEY** to Success

### System Report Card

<table>
<thead>
<tr>
<th>Pillar of Excellence</th>
<th>December 2002</th>
<th>January 2003</th>
<th>February 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY03 Achieve a 20% improvement in diabetes control</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY03 Achieve a 20% reduction in medical group diabetes patients</td>
<td>12.6%</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>FY03 Achieve an overall reduction of harmful patient events</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Service</strong></td>
<td>Value</td>
<td>Score</td>
<td>Value</td>
</tr>
<tr>
<td>FY03 Overall hospital patient satisfaction - Inpatient</td>
<td>35th</td>
<td>2</td>
<td>22nd</td>
</tr>
<tr>
<td>FY03 Overall read group satisfaction - Office visit</td>
<td>20th</td>
<td>1</td>
<td>31st</td>
</tr>
<tr>
<td>FY03 Overall physician satisfaction (hospital)</td>
<td>2002 Score:</td>
<td>3.57</td>
<td></td>
</tr>
<tr>
<td><strong>People</strong></td>
<td>Value</td>
<td>Score</td>
<td>Value</td>
</tr>
<tr>
<td>FY03 Employee satisfaction</td>
<td>2002 RPT 10/03</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY03 Employee turnover</td>
<td>9.06%</td>
<td>4</td>
<td>10.96%</td>
</tr>
<tr>
<td>FY03 Tumor performance (PM less than 30 days)</td>
<td>91.45%</td>
<td>1</td>
<td>91.50%</td>
</tr>
<tr>
<td><strong>Finance</strong></td>
<td>Value</td>
<td>Score</td>
<td>Value</td>
</tr>
<tr>
<td>FY03 Days in AR</td>
<td>72.8</td>
<td>2</td>
<td>76.0</td>
</tr>
<tr>
<td>FY03 EBITDA (in $000's)</td>
<td>21,406</td>
<td>4</td>
<td>25,038</td>
</tr>
<tr>
<td>FY03 Reduction of total workers' compensation claims</td>
<td>11.23%</td>
<td>3</td>
<td>28.84%</td>
</tr>
<tr>
<td><strong>Growth</strong></td>
<td>Value</td>
<td>Score</td>
<td>Value</td>
</tr>
<tr>
<td>FY03 Total net revenue (in $000's)</td>
<td>138,537</td>
<td>3</td>
<td>453,077</td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td>Value</td>
<td>Score</td>
<td>Value</td>
</tr>
<tr>
<td>FY03 Combined Giving income from infeasible donations</td>
<td>2,366</td>
<td>4</td>
<td>3,206</td>
</tr>
</tbody>
</table>
Refresh. Reset. Recommit
Does it Make a Difference?

🔄 Market Share
🔄 Employee Satisfaction
🔄 Employee Retention
🔄 Patient Satisfaction
🔄 Quality Clinical Outcomes
🔄 Physician Satisfaction
🔄 Net Revenue
🔄 Bond Rating
🔄 Philanthropic Support
The True Measure of Success

San Diego’s Health Care Leader
One Word