Four Pillars of Social Media Governance
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Speaker Introduction

Nelly Jacobo
Director of Digital Strategy
Cedars-Sinai
@CedarsSinai

Melody Smith Jones
Manager of Connected Health
Perficient
@Perficient_HC

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Conflict of Interest

Nelly Jacobo has no real or apparent conflicts of interest to report.

Melody Smith Jones has no real or apparent conflicts of interest to report.
Agenda

• Review Learning Objectives
• Why Social Media Governance
• The 4 Pillars of Social Media Governance
  1. Priority
  2. People
  3. Policy
  4. Process
Learning Objectives

• Analyze how social media is used by healthcare providers as a population health education tool and a method for converting unknown consumers

• Explain the four pillars of a sound social media governance program that create a safe place for healthcare organizations and healthcare consumers to engage

• Discuss how Cedars-Sinai implemented a social media governance program using the four pillars

• Discuss tools, tips, insights and recommendations for creating a successful social media governance program

• Illustrate what social media listening is and how it strengthens a social media governance program
An Introduction of How Benefits Were Realized for the Value of Health IT

- **Satisfaction**
  - Improved communication with patients
  - Increase in overall patient satisfaction and/or survey score

- **Treatment/Clinical**
  - Increased time for patient interaction

- **Electronic Information/Data**
  - Increased population health reporting
  - Improved access to data for research

- **Prevention & Patient Education**
  - Overall improvements in prevention
  - Improved patient engagement
  - Increase in distribution of patient education
  - Overall improved patient education

- **Savings**
  - Increased patient revenue
  - Other financial/business benefits
Why Social Media?

- 87% of consumers access the internet daily
- 98% of the US adult population has adopted mobile technology
- 72% look online for health information
- 72% trust social reviews as much as personal recommendations

The internet now trumps all other research sources, including advice from friends and family. This makes social media an ideal venue for population health education and converting unknown consumers into patients.

Source: Pew Health Fact Sheet
Why Social Media Governance?

• Social media governance, often overlooked, isn’t as glamorous as the seemingly more vibrant world of social media technology

• A good governance process will ensure that an organization’s social media presence stays relevant and on message

• Governance not only lays the foundation for brand building but also builds a defense against brand erosion

The purpose of content governance is to ensure appropriate processes are in place for managing the wild world of social media in a controlled and orderly way
But...Isn’t it Safer to Ignore Social?

- Social media is a massive focus group of uninhibited consumers offering up their thoughts for free
- If you received a letter from a patient would you ignore it?
- HIPAA violations may be happening that you don’t know about
- You should participate as appropriate at all times and contribute when you have something meaningful to say
Social Media Governance...Because Bad Tweets Happen to Good Organizations
Priority
Social Media Strategy

• The first goal in social media is to be genuine in communicating with your patient population

• A healthy byproduct of this direct to healthcare consumer messaging is the emphasis on mass personalization of relationships and influencing behavior change
  – Social media as population health education tool
  – Use social media to convert unknown consumers into patients

Define Goals
Dive into Data
Design Strategy
Those with the Best Data Win

Understand Your Patient Population

Conduct a Benchmark & Exemplar Analysis

Conduct an Internal Analysis

Always Listen First
Internal Analysis

• What are we saying today
• How do we address our audience
• What’s our tone
• Do we customize by social network or just broadcast across all

=
guy at the party that talks about themselves
Benchmark Analysis
Exemplar Analysis

Whole Foods also uses their social listening to be extremely responsive. In fact, they typically tweet 100 or more replies per day (with the exception of weekends).

The primary reason for Whole Foods success in social media includes:

1. **Make Content Increasingly Relevant**: Whole Foods both creates and curates content that makes engaging with them of value. They are smart about using channel exclusivity by not broadcasting all content across all channels.

2. **Strategically Meeting Customers Where They Are**: Twitter is the Whole Foods predominant channel because it meets their goal of interacting with their customer no matter where those customers are.

@andieraae Sorry about this! Please let your store know... they’ll love the opportunity to make it up to you!

3:02 PM - 21 Jun 2015
We Listened for 3 Months with HYP3R®

Real-time, location-based engagement platform.

- See every public post shared from your facilities in real-time
- Engage with patients and their families, as well as employees
- Visually track each interaction
Sample Stats Captured from HYP3R

**Engagement Opportunities**
- 1,356 Engagement opportunities
- 876 Unique people posting
- 6,356,120 Potential reach across followers

**Content Categories**
- 28% MATERNITY
- 27% FRIENDS & FAMILY
- 17% RECOVERIES
- 12% OTHER
- 11% STAFF
- 3% CELEBRATIONS
- 2% THANK YOU

**Engagement Alerts**
- 103 new babies 🧿
- 11 birthdays 🎂
- 10 influencers 🌟 with 10k+ followers

*all stats are on a period of one month*
Maternity Engagement

Welcome new family members into the world with warm wishes to elevate patient engagement, demonstrating best-in-class maternity care to friends and followers.

My wife and I are so thrilled to welcome our baby boy and girl into the world. From this moment forward I know that nothing I paint will ever come close to these beautiful creations.

@robinleyartlist beautiful! Congratulations to you and your wife!

@cedarssina1 we felt so privileged to have delivered at your hospital. It was a truly perfect experience and will remain in our hearts forever.
Celebration Engagement

Life doesn’t stop at a hospital, and neither do birthdays, anniversaries and holidays. Take part in celebrations on social media with well wishes to maximize patient satisfaction.
Friends & Family Engagement

Engage with visitors who share their experiences on-location to show how much you care for their loved one and their recovery, building affinity among friends and family.

Today was #cedarsinai #survivorday this is our twice times Blood free bone marrow transplant survivor he is also our hero, friend and very proud to say dad we are very grateful for the care he received but most of all the fact that he’s a fighter and has beat cancer twice not many people can do that... happy survivor day dad!! #multiplemyeloma #cancersucks #hebeatcancer #dad #momisourrock-family #drilisinourprayers #daddysgirls #oureverything

cedarssinai
@mssdenny We’re happy to hear your dad is doing so well!

@cedarssinai that you guys and your awesome team!
People
If a social media program is to be successful and professional in its makeup, then executive management needs to not only endorse it but have their own authentic public voice in social media.

Strong social media governance starts at the strategic level and flows down through a series of key stakeholders throughout the organization.

“If we receive a letter from a patient or their family, then we work rapidly to respond with information and empathy. Every day we receive letters from patients and their families on social media, and we need to respond to those letters as well.”

Darren Dworkin, CIO, Cedars-Sinai
Creating a Steering Committee

• Create a cross-functional committee including a cross-representational group of both internal stakeholders and members of the target markets in question.

• The charter of this group is to guide strategic social media efforts into the future.

• This committee is often a sub-committee to the larger digital strategy efforts that surround the organization.
Employee Ambassadors

• An organization’s employees are a major social media asset.

• Many executives feel that the purpose of a social media policy is to keep employees off Facebook during business hours.

• However, an employee on social media is of tremendous value to an organization if the voices of employees are informed and energized toward a unified mission.

Edelman Trust Barometer

Collects survey data for the purposes of weighing trust and credibility. Repeatedly shows that employees enjoy more credibility than executives.
Policy
Social Media Doesn’t Have Time for your Org. Chart

• It’s difficult to evolve strategy and inform the employee masses over time when each decision needs to be made individually.

• To enable faster and better decision-making by employees, it helps to have a number of policies in place that all staff can refer to.

• These policies act as a framework within which operational decisions are made.
HIPAA and Patient Privacy

Our Social Team follows strict guidelines to protect our patients’ privacy

• Internal HIPAA training developed by our HIPAA compliance officer
• Education on existing policies
• Awareness of HIPAA’s Protected Health Information site and resources
• Working partnership with Legal, Corporate Compliance, Corporate Integrity, and Risk Management

Don’t:
  • Say anything that confirms or acknowledges that someone is a patient
  • Ask for any further or identifying information in a public forum

What counts as identifiable information?*
  • Name
  • Photo
  • Address or location (any geographical area smaller than a state)
  • Names of relatives
  • Names of employers
  • Date of birth
  • Dates of admission, discharge, or treatment
  • Telephone numbers
  • Email address
  • Social Security number
  • Medical record number
  • Insurance information
  • License plate numbers
  • URL
  • IP address
## Policies That Did it Right

<table>
<thead>
<tr>
<th>Company</th>
<th>Policy Description</th>
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<tbody>
<tr>
<td><strong>Best Buy</strong></td>
<td>Known for having great customer service via Twelpforce, Best Buy has a social media policy in place that preemptively addresses privacy concerns that could arise using social media.</td>
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<td><strong>Ford</strong></td>
<td>Addressing the importance of being subtle, “human,” and sensible, Ford adheres to the philosophy that social media interaction follows the same rules as any other interaction.</td>
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<td><strong>Coca-Cola</strong></td>
<td>Guided by their shared values, Coca-Cola outlines how these values should be demonstrated in the online social media space.</td>
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<tr>
<td><strong>Intel</strong></td>
<td>Famous for the “Did you screw up?” line, Intel asked employees to stick to your area of expertise and provide unique, individual perspectives on what’s going on at Intel and in the world.</td>
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Policies to Consider

“We welcome and encourage open dialogue in social media, and we look forward to your comments. Keep in mind that we do make efforts to listen as well as contribute to social media to help ensure that our posts stay on topic and the posts of others do not contain material or comments that could offend others in the community.”
Process
Always Listen First

• **Assess Strengths & Weakness of Social Media Platforms:** With strategic objectives and target market in mind, rank the importance of available social media outlets for member support and community building efforts. Develop individualized strategy and tactics for each medium.

• **Monitoring Progress:** Once social media platforms are determined and individual strategies are created for each, monitoring social media progress becomes an important component of any social media endeavor.

*The Forrester Wave™: Enterprise Social Listening Platforms, Q1 2016.*
When Bad Tweets Happen

1. **The Inappropriate Opinion**: Opinion goes out over social that is either inappropriate to your brand or to the format. Often occurs accidentally by posting something that should have been better edited or went on the wrong handle.

2. **The Insensitive Statement**: The insensitive statement can do a little more damage by reflecting the ethos of the brand.

3. **The Early Release**: The early release disaster is when a project, product or news brief is announced early. Depending on the timing, this can be disastrous or simply push your release schedule unexpectedly forward.

4. **The False Reward**: The false reward is when a company offers a deal or prize which they cannot actually deliver.

5. **The Hack**: The hack is both the most dangerous and the easiest to recover from. If someone breaks into your account you can tell your fans what happened, but your security has also been compromised and your accounts could be targeted again.
Recovering from Disaster

Plan ahead: You can’t play out every scenario, but you can prepare for the most common. The strategies for dealing with all of these slips are pretty similar: Be quick, be honest, and don’t take yourself too seriously.

✓ If you're not participating in the conversation, you're going to miss the window of opportunity for damage control.
✓ Rather than try to argue that the mistake wasn't so bad or that you're actually in the right, the best course is humility.
✓ If hacked, then tell your fans what happened and take actions to secure the compromised accounts.
✓ The best way to recover from a PR disaster is to have a long history of excellence and professionalism. Build an incredible brand ambassador network by doing very well by your patients over a long period of time.
Established our Process

- Subject Matter Advisors
  - Billing/Finance
  - Communications
  - Content Development
  - Corporate Compliance
  - Development
  - EIS
  - Human Resources
  - Legal
  - Marketing
  - Medical Affairs
  - Clinical Operations
  - Patient Engagement

- Listening Tool
- Community
- Posting Tool
- Social Team: Monitor, Qualify, Route, Respond
- SMAs: Handle, Offline

Listening Tool

Community

Posting Tool

Social Team:
Monitor, Qualify, Route, Respond

SMAs:
Handle, Offline

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Established our Priorities

Future
- Develop blog & link content back to site
- Explore future social engagement and growth
The Team & The Playbook

Social Media Team
• Detailed Strategy
• Tone & Voice
• Quality & Risk Management Processes

Teams We Work With
• Content Guidelines
• Pitch Process
• High-Level Goals
## Developed Responses

### Beginning Treatment

<table>
<thead>
<tr>
<th>Social Media Instinct:</th>
<th>Compliance Instinct:</th>
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<tr>
<td>We’re here to help! We’ll get you back on your feet in no time!</td>
<td>You can’t make any promises about when or whether a patient will recover.</td>
</tr>
<tr>
<td>We’re here to help! Hope you’re back on your feet in no time!</td>
<td>You can’t say we’re “here,” it could confirm or imply this person is a patient at Cedars-Sinai.</td>
</tr>
<tr>
<td>Hope you’re back on your feet in no time!</td>
<td>This person may not be back on their feet in no time. You don’t know their condition. You can’t say that to someone who may have a terminal condition.</td>
</tr>
<tr>
<td>Stay Strong! 🌟</td>
<td>WINNER!</td>
</tr>
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Triage Tree

**Risk Management**
*When/Why:* Flag on anything weird, crazy, dangerous, or threatening to anything related to CSHS

**Privacy Office**
*When/Why:* Flag anything privacy related – celebrities, patients, etc.

**News/PR/Media**
*When/Why:* Flag on anything celebrity or news related

**Patient Relations**
*When/Why:* In-patient issue

**Quality Services**
*When/Why:* Discharged and outpatient complaints

**Security Office**
*When/Why:* Call immediately for anything remotely suspicious or threatening

**Human Resources**
*When/Why:* Any issues regarding employees -

**Hospital Epidemiology**
*When/Why:* Contact before responding to any medical related questions

**EIS**
*When/Why:* Questions re: My CS Link (login trouble, etc.)

**Giving/Development**
*When/Why:* Questions/concerns regarding donors or donations

**Volunteer Services**
*When/Why:* Complaints or questions re: volunteers

**Billing**
*When/Why:* Complaints or questions re: billing

**Patient Advisory Panel**
*When/Why:* Complaints or questions re: patient advisory panel

**MDN**
*When/Why:* Issues or complaints that are MDN-specific

**Legal**
*When/Why:* Questions about any legal issue outside of privacy (intellectual property, disclaimers, etc.)
How Good Organizations Respond to Bad Tweets

We've deleted the rogue tweet but rest assured the Red Cross is sober and we've confiscated the keys.
A Summary of How Benefits Were Realized for the Value of Health IT

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- Increased population health reporting
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**Prevention & Patient Education**
- Overall improvements in prevention
- Improved patient engagement
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**Savings**
- Increased patient revenue
- Other financial/business benefits
Remember…good governance means listening first.
We would love your feedback via the online session evaluation.