



RT@YOU! Evolution to execution: Implementing a Social Media Strategy in a Hospital Setting

April 30, 2010
John Sharp, MSSA, PMP
Research Informatics, Cleveland Clinic

Case Study

- About Cleveland Clinic
- Social Media evolution
- How does a social media strategy fit?
- Convergence and ePatients
- Wrap and questions

Disclosure

- Advisory Board, Within3.com



Within3 enables that engagement by building and sustaining secure online communities for formal and informal networks of health professionals.

Cleveland Clinic





Cleveland Clinic

- Founded in 1921
 - Not-for-profit group practice
 - 1,800 physicians and scientists
 - Innovations include:
 - **First** coronary angiography
 - Development and refinement of coronary bypass surgery
 - **First** minimally invasive aortic heart valve surgery
 - **First** successful larynx transplant
 - Discovery of first gene linked to coronary artery disease
 - Statistics:
 - Clinical visits: 3,062,772
 - Admissions: 112,058
 - ♦ Surgical cases: 231,803
 - ♦ Emergency visits: 392,042
- 4th among nation's 6,000 hospitals
 - Nation's #1 heart program
 - 16 specialties ranked

Cleveland Clinic

- **One of the US's largest and busiest hospitals**
 - Case mix index highest of all hospitals
 - Patients visit from 50 states and more than 100 countries annually
- **Main Campus**
 - 16 Family Health Centers in Ohio
- **Cleveland Clinic Health System**
 - 10 Community hospitals and 2 affiliate hospitals
 - 39,250 employees
- **Nevada**
 - Lou Ruvo Center for Brain Health
- **Florida**
 - Weston Clinic and hospital
- **Canada**
 - Toronto Health and Wellness Centre
- **Abu Dhabi**
 - Operational in 2012, multi-specialty hospital and clinic



Web Strategy

- Increase brand awareness regionally, nationally, internationally
- Bring in new patients
- Increase traffic to website
- Stay in the forefront in the media
- Recruit the best physicians and health care professionals
- Provide education, promote research





Search for: Entire Site
[Advanced Search](#)

Cleveland Clinic – One of America's top hospitals.

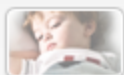
 [Print](#)  [Email](#)

ClevelandClinic.org

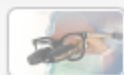
[Contact Us](#) [Appointments](#)

Every life deserves
world class care.

care
with a personal touch



care



hope



trust



discovery

[Learn More About Cleveland Clinic](#)

Family-centered rounds bring care providers and families together at the child's bedside each day.

March is Colon Cancer Awareness Month

See how you SCORE against colon cancer. [Learn more](#)

Manage Your Health Care
with MyChart

Already a MyChart User?

MyChart ID

[Forgot MyChart ID](#)

Password

Find Health Information

By Keyword

[Go](#)

Find a Doctor

Find the right Cleveland Clinic Doctor for you. Search by specialty, disease/condition, name, department and more.

eHealth Services

Providers

Patients

MyPractice:
*Electronic Medical
Record System*

MyPractice
•
Community

MyChart:
*Your Personal
Health Connection*

MyConsult:
*Your First Choice for
a Second Opinion*

eResearch:
*Research
Standardization: Real
Data; Real Results*

Dr.Connect:
*Improved
Communication;
Improved Care*

VirtualVisit:
*Patient/Physician
Interaction Globally*

MyMonitoring:
*Ongoing Condition
Reporting from Home*

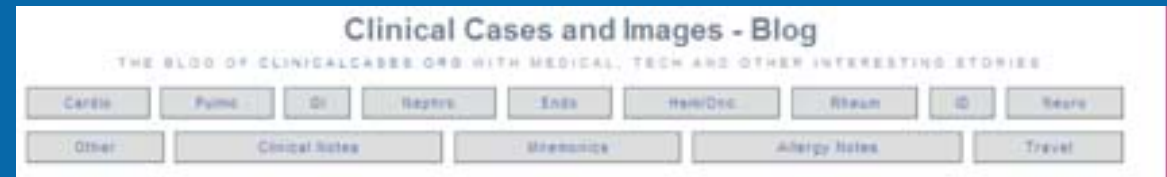
Office of Patient Experience

- Create a unified, welcoming experience for patients and families
- Environment – from calming entry way to design of patient rooms
- Welcoming – greeters, training
- Online experience



Early Social Media

- Unofficial Blogs
 - Clinical Cases and Images for medical education
- AskDrWiki.com – medial reference
- Answering forum questions on MedHelp.org
- CEO blog (internal)
- Physician online chats








How Social Media Fits Today

- Facebook – Wellness, links back to website
- Twitter – daily wellness tips, seminars, discoveries
- LinkedIn – recruitment, professional community
- YouTube – content, diseases and conditions, discoveries, medical specialties, patient stories

Social Media

By posting on any site below, you are bound by the [Social Media Policy](#).

 Facebook	 LinkedIn
 YouTube	 Twitter

 **Cleveland Clinic** Wellness Tip: Just 30 minutes of secondhand smoke a week can up your risk of stroke by 56 percent. If your friends smoke, politely ask them to put it out. 6 hours ago

Wall Info **About Us** Facts YouTube Events >>



Contact Us 800.223.2273
Make an Appointment
Phone Directory

Visit Us >

Health Information Find A Doctor Locations Contact Us



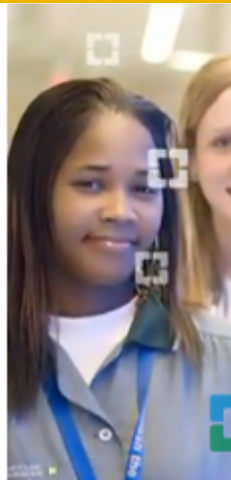
About Us

Open to comments

Quick Facts

- Founded in 1921
- Headquartered in Cleveland, OH, USA

2008 Annual Report



My husband has had one conversation with a staff member at Cleveland Clinic, and I love you all already. The person he talked with was knowledgeable, professional, empathetic, and encouraging. Thank you for giving him hope after a long and difficult medical crisis. We can't wait for his surgery!

Specialties

- Anesthesiology
- Cancer (Taussig)
- Children's Hospital
- Dermatology & Plastic Surgery
- Digestive Disease
- Endocrinology & Metabolism
- Head & Neck
- Heart & Vascular (Miller French)
- Respiratory
- Surgery
- Urology & Kidneys (Glickman)
- Wellness & Prevention
- View All Specialties

Spring Allergies

The beauty of spring can mean misery for allergy sufferers. Learn how to avoid hay fever with these tips and treatments.

ClevelandClinic

Name Cleveland Clinic
Location Cleveland, Ohio
Web <http://www.clevel...>
Bio Cleveland Clinic, founded in 1921 with the vision to provide excellent patient care based on the principles of cooperation, compassion and innovation.

60 following 3,619 followers 238 listed

Twitvid video [View On Twitvid](#) 1/1 X

00:05 / 00:28

ve, who
from

to Facebook

rectory under:
spital #health

s from

official. I'm
<http://dlvr.it/VNyQ>

Tweets 649

Favorites

Actions

- [message](#) ClevelandClinic
- [block](#) ClevelandClinic
- [report for spam](#)

Following



[View all...](#)

[RSS feed of ClevelandClinic's tweets](#)

LinkedIn – for Recruitment

The screenshot shows the LinkedIn interface for the Cleveland Clinic group. The top navigation bar includes 'Home', 'Profile', 'Contacts', 'Groups', 'Jobs', 'Inbox (1)', and 'More...'. A search bar on the right is set to 'People' with an 'Advanced' search option. The main content area is titled 'Cleveland Clinic' and has tabs for 'Overview', 'Discussions', 'News', and 'Jobs'. The 'Discussions' tab is active, showing a 'Start a discussion' button and a search box. Below this is a 'Recent Activity' sidebar with links to 'Recent Discussions', 'Most Comments', 'My Discussions', 'My Comments', and 'My Followed Discussions'. The main discussion feed includes:

- A featured discussion titled 'Nursing Jobs: -APN-Nurse Practitioner (Neonatology) Job: Nursing Nurse Practitioner at Cleveland Clinic in OH' with a URL <http://bit.ly/cNOGLV>. A dark overlay box with a 'jobs' logo is placed over this post, containing the text: 'Nursing Jobs: -APN-Nurse Practitioner (Neonatology) Job: Nursing Nurse Practitioner at Cleveland Clinic in OH' and 'http://bit.ly/cNOGLV'. Below the overlay, it says 'Nursing_Job, [+] Sat 17 Apr 12:26 via twitterfeed'.
- A featured discussion titled 'Have you heard about Cleveland Clinic's 360-5 Daily Wellness tips special offer?' posted 1 month ago by Debbie Whitehead (DeBoer), Web Master at Cleveland Clinic.
- A featured discussion titled 'Exciting expansion will add new jobs!' posted 11 months ago by Margaret Vandervort, Talent Sourcing Specialist at Cleveland Clinic.
- A featured discussion titled 'Cleveland Clinic now has a Facebook page. If you are on Facebook please become a fan! Here is the link for the page: <http://www.facebook.com/home.php#pages/Cleveland-Clinic/57114943099?ref=nf>' posted April 13, 2009 by Caroline Emmet, Marketing Communications Manager at Cleveland Clinic.

YouTube Channel

Cleveland Clinic
Every life deserves world class care.

Visit Us | Health Information | Find A Doctor | Locations | Contact Us | Tour Cleveland Clinic

Cleveland Clinic
ClevelandClinic's Channel | [Subscribe](#) | [Uploads](#) | [Playlists](#)

Innovation

3:02 / 4:18 | CC | 360p

[Info](#) | [Comments](#) | [Favorite](#) | [Share](#) | [Playlists](#) | [Flag](#)

- About Us**
1 day ago
[more info](#)
- Cleveland Clinic Facts Campaign**
5 days ago
[more info](#)
- Heart Health & Prevention**
2 days ago
[more info](#)
- Nuclear Medicine**
2 days ago
[more info](#)
- Pediatric Care**
13 hours ago
[more info](#)

Presenting...

Cleveland
Clinic

Mobile

m.clevelandclinic.org

The screenshot shows the mobile website for Cleveland Clinic. At the top, there are navigation links for "Request Appointment", "800.223.2273", and "Referral Info". Below this is the Cleveland Clinic logo, a search bar with the text "search" and a "Go" button, and a link for "Advanced Search". A banner image shows a doctor with a young girl, with the text "Every Life Deserves World Class Care". Below the banner are social media icons for Twitter, Facebook, LinkedIn, and YouTube. A vertical stack of five blue buttons provides navigation: "Find Locations", "Find Doctors", "Patients & Visitors", "Institutes & Departments", and "Medical Dictionary". At the bottom, there are links for "Request Appointment", "Contact Us", "Donate", "Privacy", and "FAQ". The footer includes the text "The Cleveland Clinic © 2010. All Rights Reserved" and a link for "[Main Site]".

Governance

- Social Media Committee
- About 25 from Marketing, Corporate Communications, Education, Research, General Council
- Discuss new initiatives
- Strategy
- Business cases for new uses of social media



Single Accounts or Multiple?

- Brand dilution?
- On message?
- Updated regularly?
- Different audiences?
- What is the business case?

Twitter

- @ClevelandClinic
- @ClevClinicHeart
- @CleveClinic_CME
- @CCLRI

Using Social Media for Quality Improvement?

- Must define quality improvement goals
- Dealing with complaints?
- Social media as a suggestion box?
- Wait times, phone calls not returned

On hold with the Cleveland Clinic for 10 minutes. It only took me 30 minutes to make my last appointment.

[#HowDoPeopleWhoWorkDealWithThis](#)

Return on Investment

Low Cost to Entry

- Soft
 - Engagement – two way communication
 - Telling patient stories
 - Additional content channels
 - Reputation, brand enhancement
- Hard
 - Drive traffic to website
 - Increase attendance at health lectures
 - New patients making appointments
 - Conversions – new patients keep appointments
 - Other efficiencies

Social Media Risks

Dissemination of health information through social networks: Twitter and antibiotics

- Social media sites offer means of health information sharing.
- Further study to explore how networks provide a venue to
 - identify misuse or misunderstanding of antibiotics,
 - promote positive behavior change,
 - disseminate valid information, and
 - explore how such tools can be used to gather real-time health data.
- American Journal of Infection Control [Volume 38, Issue 3](#), Pages 182-188 (April 2010)

Employee Social Media Policy



- **Don't** share any information about patients
- Any selling or soliciting donations must be **approved in advance**
- Make it clear that you are posting your own opinions and not those of your employer
- **Don't** publish confidential or proprietary information
- Posting and viewing social media sites should **not interfere with your work**
- Post to social media sites should **not contain any product or service endorsements** or any content that may be construed as political lobbying, solicitations or contributions
- Approved Social Media Networkers should **stay within the scope** of their role in posting on behalf of the organization

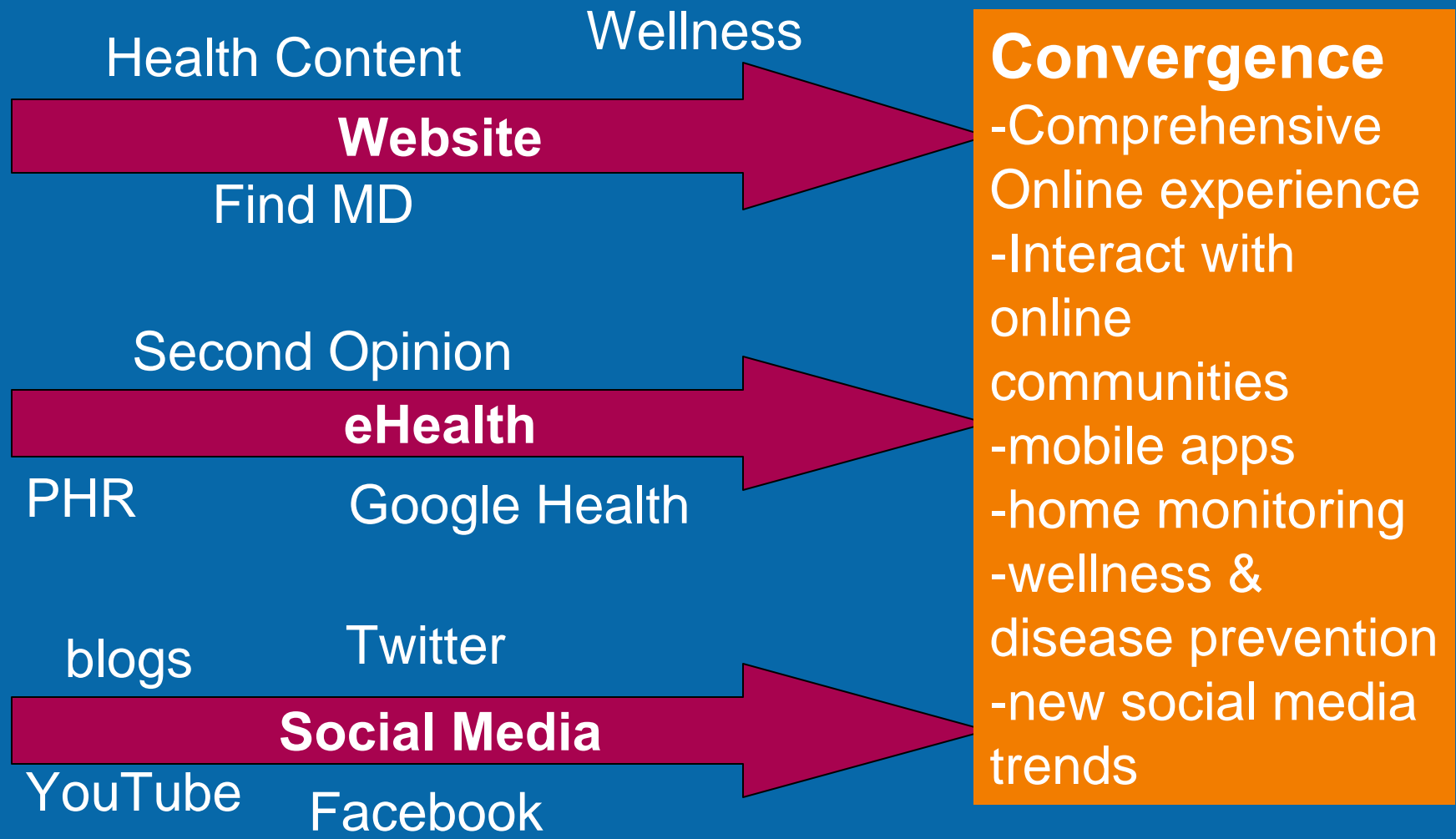
Five Touchpoints to Make Care More Personalized & Efficient

- Coordinated care teams
- Fluent Navigators
- Patient Experience Benchmarks
- Medical Centers of Excellence
- Care anywhere networks – mHealth
- <http://www.pwc.com/us/en/healthcast>

Future



- Mobile Apps – wellness, other
- Convergence of eHealth and Social Media
- Social Media strategy
– taking it to the next level
- Continue to fit social media into the character of our organization



Take Aways

- Start with the big 4
- Monitor what people are saying about you
- Open the channels of two-way communication
– engagement
- Engage employees in the social media strategy
- Look for opportunities for quality improvement

Cleveland Clinic Social Media

- Twitter - @ClevelandClinic
- Facebook - facebook.com/ClevelandClinic
- YouTube - youtube.com/ClevelandClinic
- LinkedIn - linkedin.com/groups?gid=136543
- Website: my.clevelandclinic.org
- Mobile: m.clevelandclinic.org



card.ly/JohnSharp