



Brand, Reputation and Culture Risk

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Speaking with you today:



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Today's learning objectives

- ✓ Understand via case study how another company has addressed the challenges in managing reputation through the development of a brand and reputation management program and capabilities
- ✓ Explore leading practices for brand and reputation management and how to get started with an inside-out (culture) and outside-in (external stakeholder focused) approach
- ✓ Discuss how companies can leverage their reputation management program to create value for the organization and create resiliency in times of brand shocks
- ✓ Understand how reputation risk sensing and dashboards can inform decision making and improve reputational resilience
- ✓ Explore techniques, such as patient experience measurement and stakeholder engagement assessment, that health care organizations can utilize to measure their reputation and the impact of their reputation management efforts.

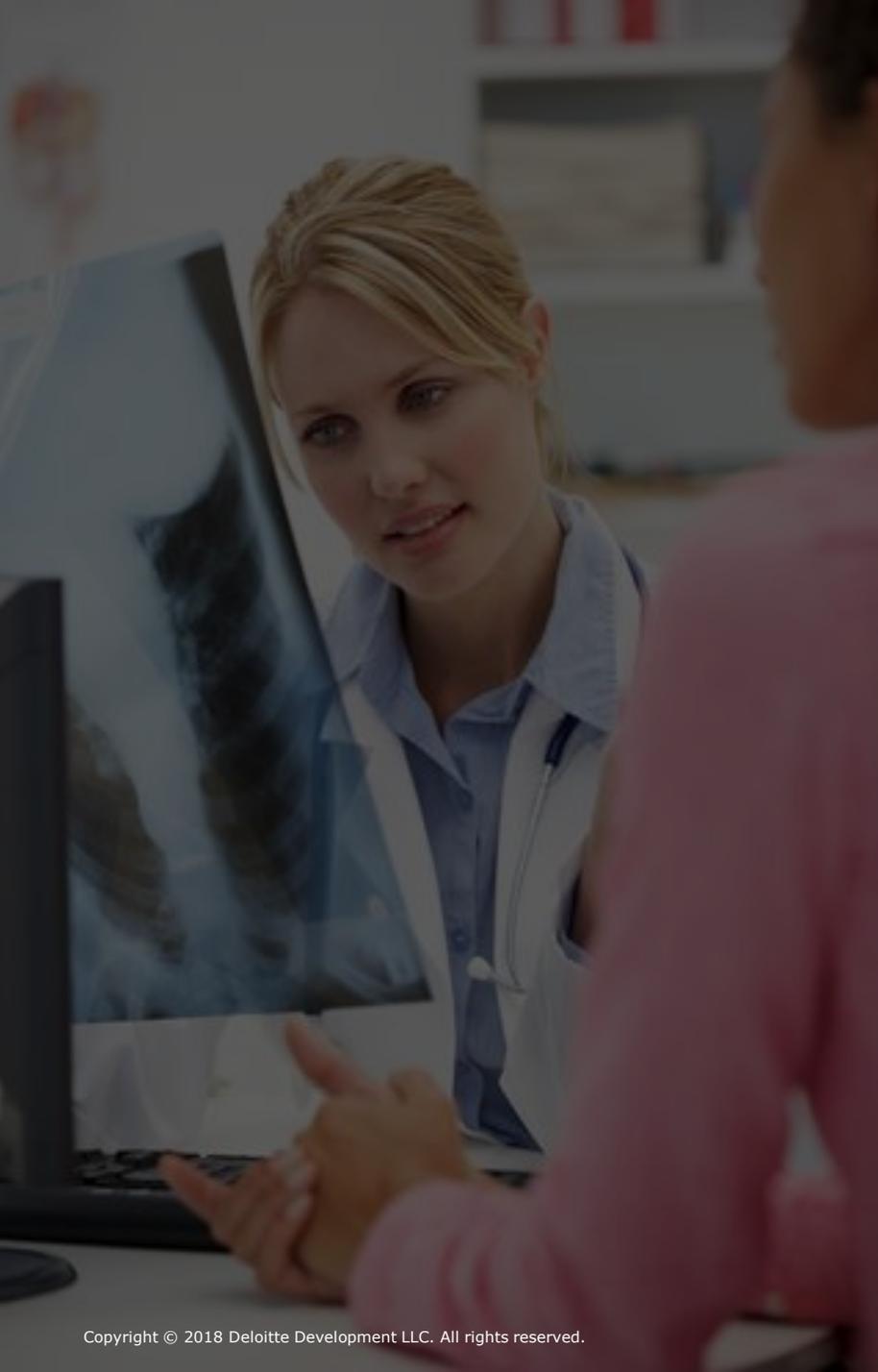
Brand and reputation are the two sides of the same coin



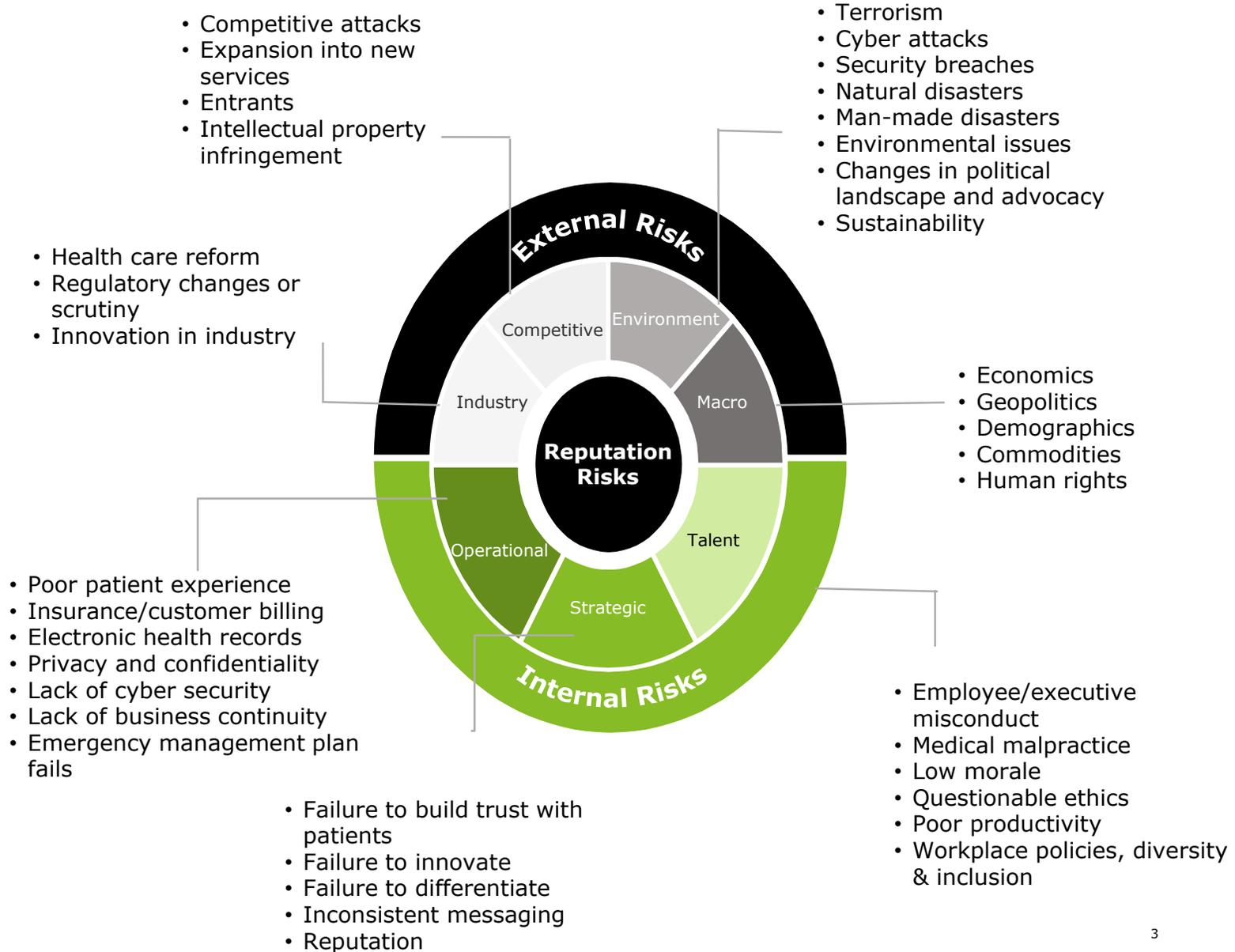
Brand is “customer-centric” - Focuses on what a product, service, or company promises to its customers and what that commitment means to them



Reputation is “company-centric” – Focuses on credibility and the respect that an organization commands from broad set of constituencies



Reputation is a top tier strategic risk...



Reputational damage can come from a variety of sources:

- intentional or unintentional acts by **employees, customers, or third parties**
- unanticipated **events**
- **strategy** choices and execution
- **untimely or improper responses** to issues and events

Due to its **pervasiveness**, we are seeing more companies focusing on identifying, monitoring and managing reputation risk **programmatically and as a enterprise risk.**

...and should be considered in the context of its key stakeholders and top enterprise risks.



Industry risks

- Patient experience
- Insurance and patient billing
- Medical malpractice
- Health care reform
- Drug and medical device quality and safety
- Environment of Care
- Privacy and confidentiality
- Cyber security

Healthcare providers operate in a complex environment that is continuing to evolve and change rapidly.



Your reputation is a differentiable strategic asset, which can enable positive growth. If unmanaged, it can also lead to significant business disruption, impacting patient care, customer experience and ultimately financial viability.

Reputational events in the health care provider industry

**Billing Fraud
leads to
Bankruptcy**

**Patient Dumping
Scandal**

**Avoidable
Surgical
Procedures**

**Malware Attack
on Transcription
Services**

*Data subject to availability

A case study: How can companies better manage their reputation?

Case study introduction

Deloitte case study



Strategy

Set a clear vision and strategy to amplify your brand, achieve desired reputation and enable business strategies

Outcomes

- Clearly defined vision and action oriented strategy to amplify brand
- One unified story, your master narrative
- Clear understanding of desired reputation
- A well activated strategy that puts brand "out in front" of all that you do

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What did this mean for us?

1. We developed a unified story and master narrative

Confidence	Leadership	Trust
Foundational attributes		
Pragmatic Results-oriented Responsive Execution-driven Smart/humble/grounded Committed	Vanguard Experienced Respected	Public-focused Integrity-bound Objective Quality-oriented Professional Profession-driven



2. We activated a strategy to amplify our brand

Clearly defined the desired brand and reputation we want to achieve across our enterprise and mobilized actions that put brand and reputation "out in front" of all interactions.

Confidence	Leadership	Trust		
Deloitte-wide	Consulting	Tax	Audit	Risk Advisory
Leadership	Confidence	Confidence	Trust	Confidence

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Health care provider application



Strategy

Set a clear vision and strategy to amplify your brand and reputation, achieve desired reputation and enable business strategies

Outcomes

- Clearly defined vision and action oriented strategy to amplify brand and reputation
- One unified story, your master narrative
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- A well activated strategy that puts your reputation "out in front" of all that you do

Activate strategy to amplify brand *and* reputation

1. Develop a unified story and master narrative

Quality	Compassion	Leader
<ul style="list-style-type: none"> • Outstanding and reliable clinical care • Academic excellence • Trusted 	<ul style="list-style-type: none"> • Compassionate spirit • Greater affordability • Patient and employee focused 	<ul style="list-style-type: none"> • Patient experience • Innovative services



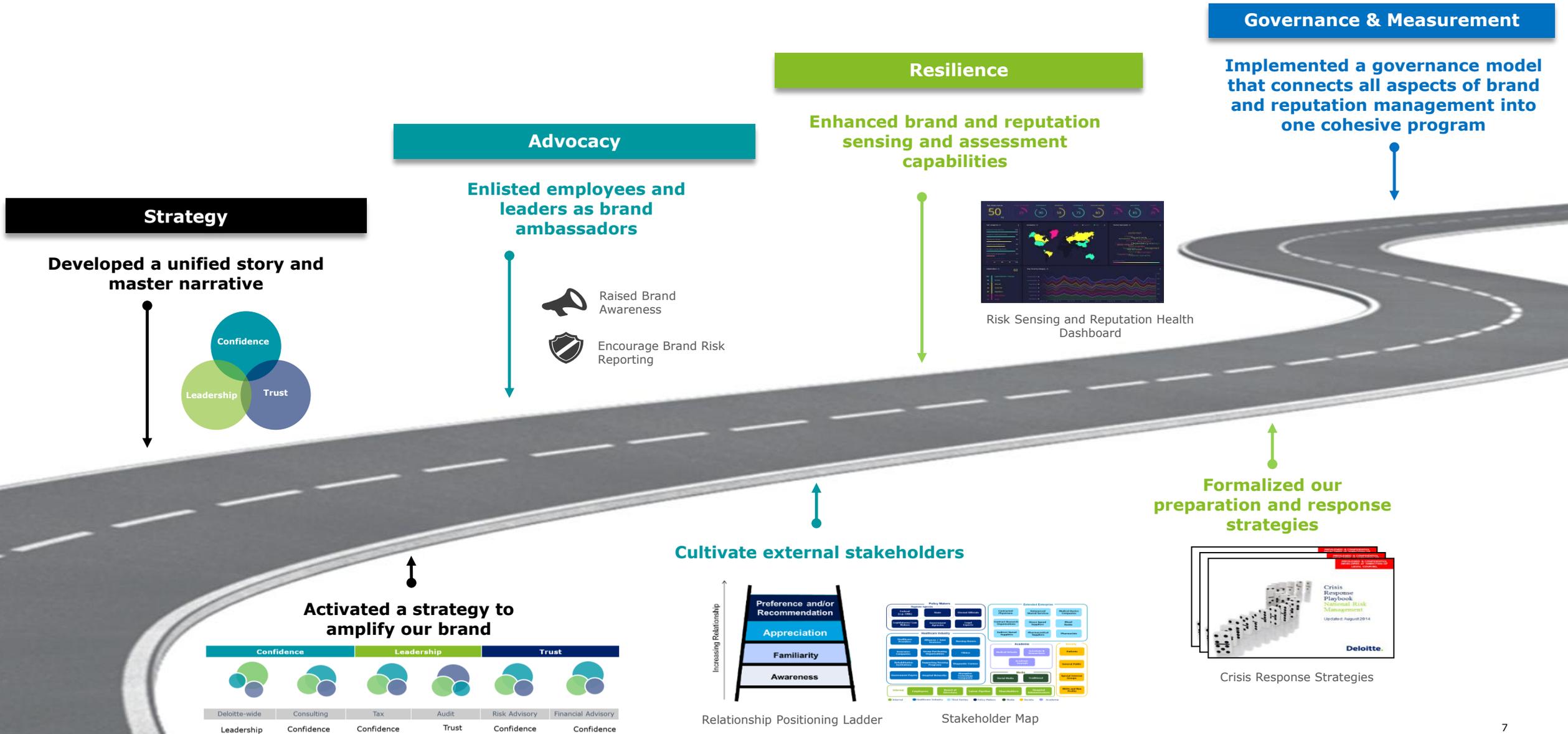
2. Activate strategy to amplify your reputation

Clearly define the desired reputation you want to achieve across stakeholder groups and mobilize actions that put your reputation "out in front" of all interactions.

Quality	Compassion	Leader			
Internal	Third Parties	Policy Makers	Healthcare Industry	Society	Media
Quality & Compassion	Leader & Quality	Quality	Leader & Quality & Compassion	Quality & Compassion	Quality & Compassion

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Deloitte's journey toward enhancing our reputation management capabilities



We established a programmatic approach for reputation management

Deloitte takes a holistic approach to reputation management to create differentiation and competitive advantage; enabling our leaders to better sense threats, seize opportunities and shape outcomes.

Reputation Management Framework:



Strategy

Setting a clear vision and strategy to amplify your brand, achieve desired reputation and enable business strategies



Advocacy

Empowering internal and external stakeholders to actively champion your brand image and reputation



Resilience

Proactively sensing, assessing and managing reputation risks, especially during brand shocks and crisis



Govern & Measure

Establishing governance and accountability to manage reputation programmatically, measure outcomes and continually improve



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We consistently communicate our narrative to internal and external stakeholders through various communication types and channels

By strategically equipping internal groups with our reputation narrative, we can effectively engage our key external stakeholders

Internal superuser groups:

Deloitte Executive Committee
Communications/Public Relations
Marketing
Government Relations/Regulatory Affairs
Brand and Eminence
Risk
Talent/HR

Prioritized external stakeholders:

Clients
Media
Regulators
Policy Makers
Recruits

The narrative now supports various types of communications

- ✓ Client Conversations
- ✓ Speeches/Keynote Addresses
- ✓ Background Media Interviews
- ✓ News/Press Releases
- ✓ Discussions with Policy Makers
- ✓ College Recruiting
Conversations
- ✓ Boilerplate Language
- ✓ Digital and Social Media



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Internal	Third Parties	Policy Makers	Healthcare Industry	Society	Media
Quality & Compassion	Leader & Quality	Quality	Leader & Quality & Compassion	Quality & Compassion	Quality & Compassion



Advocacy

Empower internal and external stakeholders to actively champion your brand image and reputation

Outcomes

- Build strong ambassadors
- Shape beliefs and perceptions
- Amplify the brand

What did this mean for us?

1. Enlisted employees and leaders as brand ambassadors



Raised Brand Awareness

- Created a brand and reputation risk intelligent culture
- Equipped employees and leadership with a compelling brand narrative
- Enlisted employees as brand ambassadors



Encouraged Brand Risk Reporting

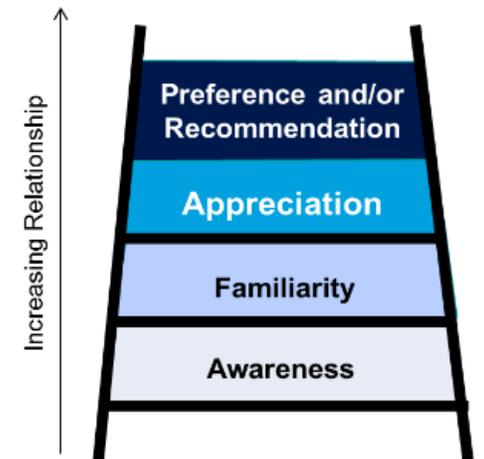
- Established processes to identify, report and respond to reputation risks
- Raised awareness on reporting channels and expectations
- Refreshed "Brand Buster" program

2. Cultivate external stakeholders

Developed and implemented stakeholder engagement strategies to strengthen relationships and transform select stakeholders into brand advocates. Prepared to activate external ambassador program to engage advocates in a crisis.

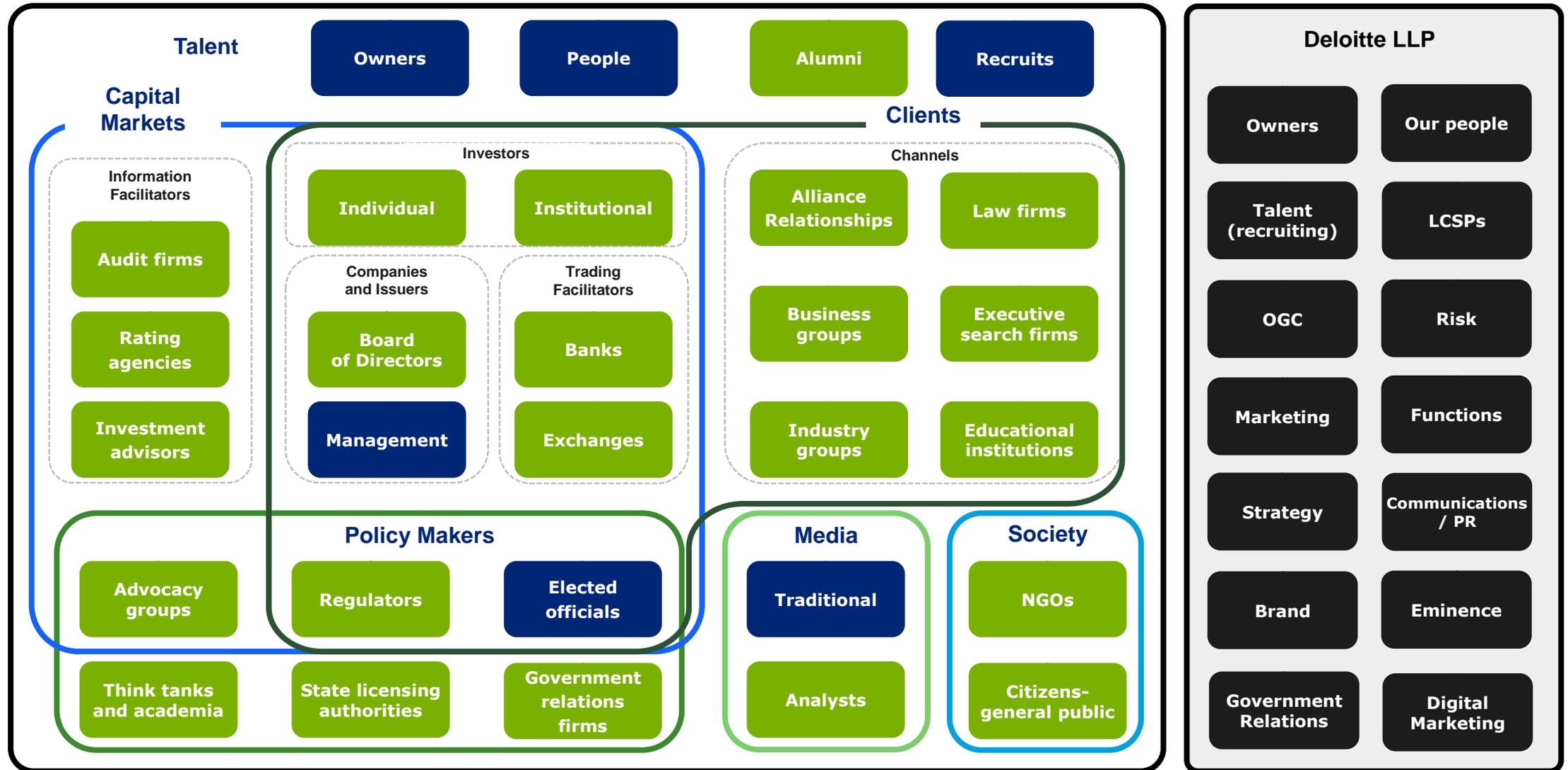
External Stakeholders – Illustrative

- | | | |
|-----------------|-----------|-----------------------|
| • Customers | • Society | • Capital Markets |
| • Regulators | • Media | • Extended Enterprise |
| • Policy Makers | • Vendors | • Recruit |



Relationship Positioning Ladder

We identified our key stakeholders, assessed our relationships, and began to take a more thoughtful approach to stakeholder engagement





Advocacy

Empower internal and engage external stakeholders to actively champion your brand image and reputation

Outcomes

- Build strong relationships and ambassadors
- Shape stakeholder beliefs and perceptions
- Amplify your brand and reputation

What does this mean for you?

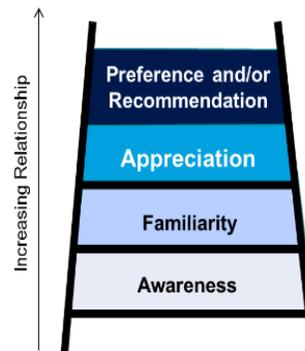
Build advocates who can champion your brand image and reputation

1. Enlist employees and leaders as ambassadors

- Create a reputation risk intelligent culture
- Equip employees and leadership with a compelling narrative
- Establish processes to identify, report and respond to reputation risks
- Educate employees about your master narrative and desired reputation
- Raise awareness on reporting channels and expectations

2. Engage with and cultivate external stakeholders

Develop and implement stakeholder engagement strategies to strengthen relationships based on stakeholder needs and transform select stakeholders into advocates. Be prepared to activate external ambassador program to engage advocates in a crisis.

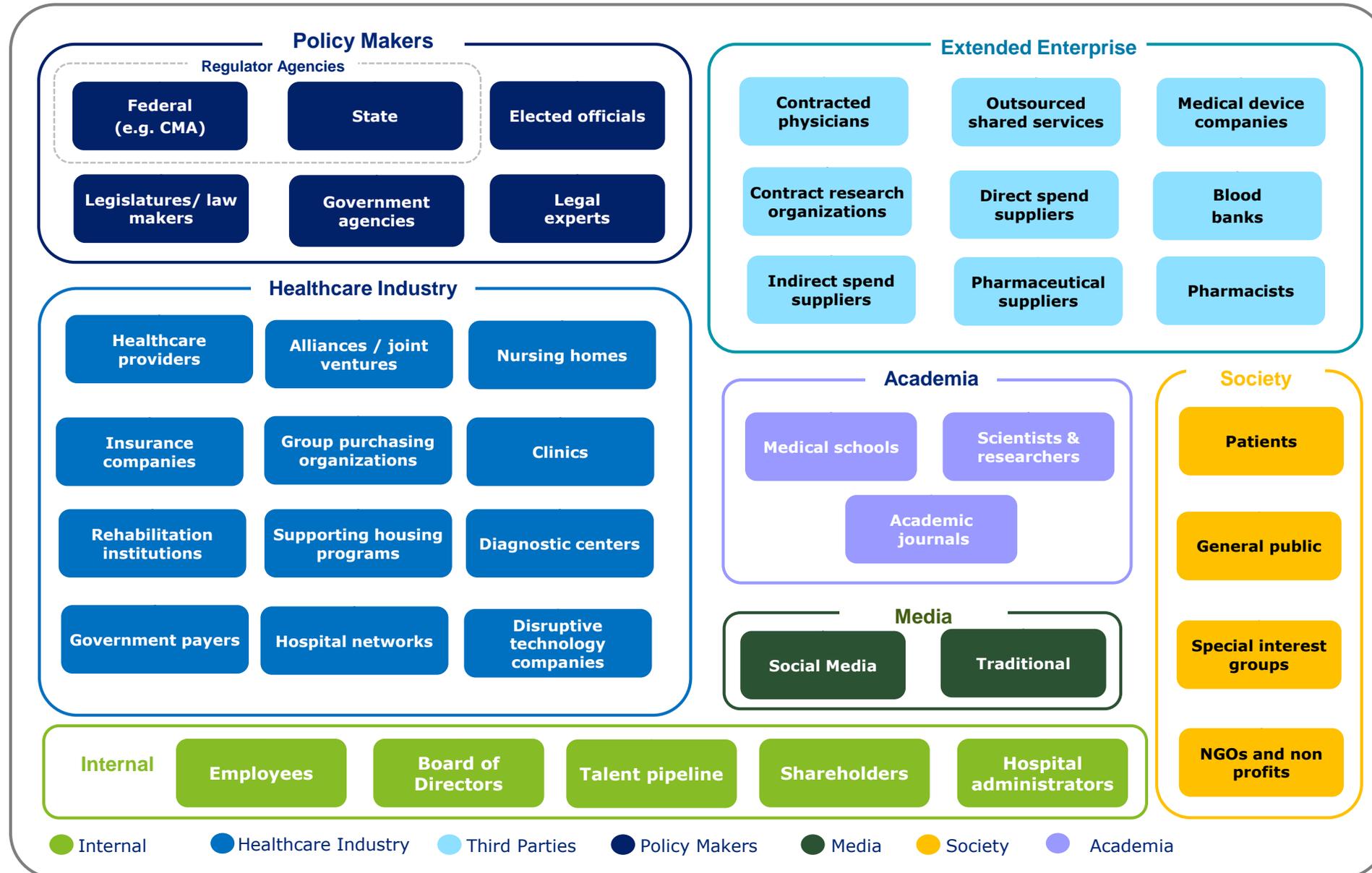


Relationship Positioning Ladder

External Stakeholders – Illustrative

- Patients
- Policy Makers
- Capital Markets
- Society
- Media
- Researchers
- Extended Enterprise
- Alumni
- Recruit

Illustrative health care stakeholder map





Resilience

Proactively sense, assess and manage brand and reputation risks, especially during brand shocks and crisis

Outcomes

- Early detection and assessment
- Successful preparation and response to brand and reputation threats and crisis
- Optimized impact of response activities

What did this mean for us?

1. Enhanced brand and reputation sensing and assessment capabilities

- Utilized 24x7 monitoring of external media sources
- Human and technology enabled capabilities to deliver insights via reputation risk sensing
- Leveraged insights to support crisis response and perform scenario planning
- Embedded risk sensing into risk governance structure to inform decision making
- Developed approach to assess our brand risk preparedness and vulnerabilities



Risk sensing and reputation health dashboard*

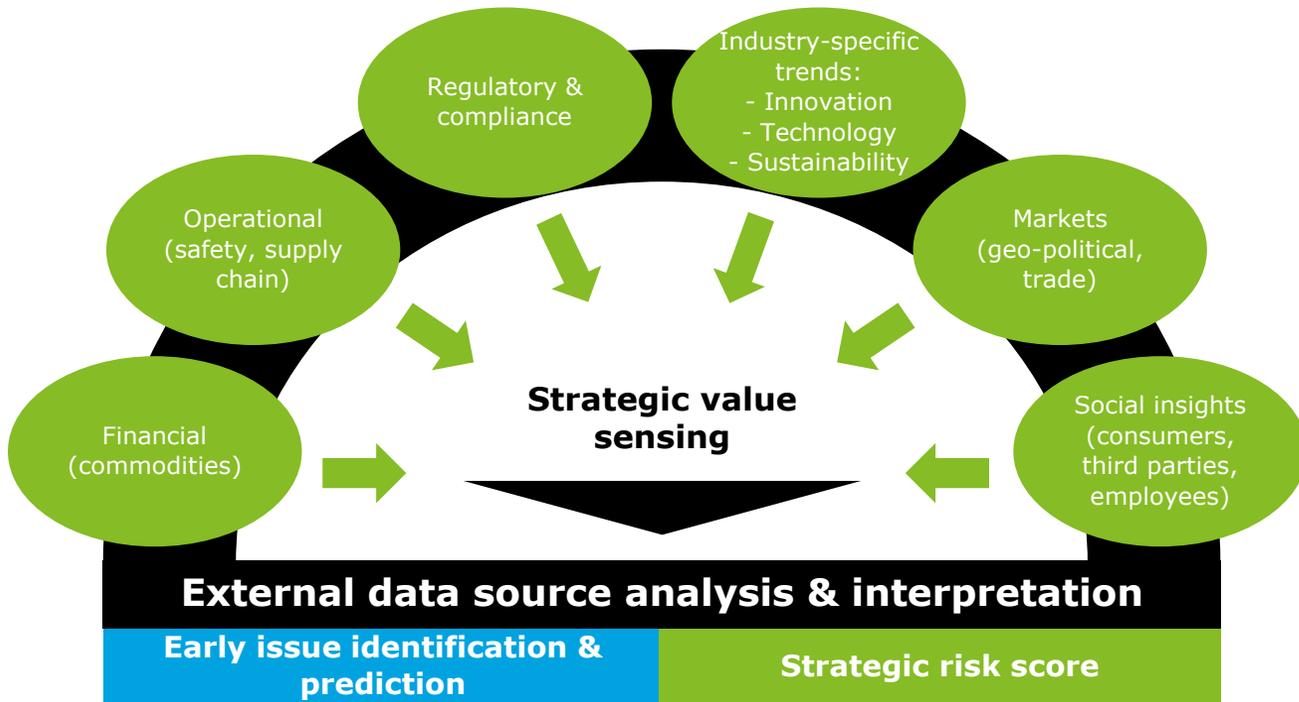
2. Formalizing our preparation and response strategies

Proactive preparation helps us minimize and prevent damage to brand and reputation. A thoughtful plan helps shape beliefs, drive behaviors and achieve desired outcomes.



Crisis Response Strategies

We developed a sensing approach that leverages human intelligence augmented by technology to assess threats to and opportunities for our reputation



Sample dashboard views*

*Data subject to availability



Resilience

Proactively sense, assess and manage brand and reputation risks, especially during crises and incidents

Outcomes

- Early detection and assessment
- Successful preparation and response to brand and reputation threats and crisis
- Optimized impact of response activities

What does this mean for you?

Build resilience by proactively sensing threats and managing reputation

1. Sense brand and reputation risk

- 24x7 monitoring of traditional/social media sources
- Human and technology-enabled capabilities to provide insights via brand risk sensing
- Sensing capabilities utilized to support crisis response and perform scenario planning

Risk Sensing and Reputation Health Dashboard*



*Data subject to availability

2. Assess and seize opportunities

- Embed risk sensing into risk governance structure to inform decision making
- Periodically complete formal reputation risk assessment and scenario planning
- Develop mechanisms to assess the organization's reputation risk preparedness & vulnerabilities

3. Prepare, respond and shape outcomes

Proactive preparation can help minimize and prevent damage to brand and reputation. A thoughtful plan will help shape beliefs, drive behaviors and achieve desired outcomes:

- Develop and deploy brand and reputation mitigation strategies
- Incorporate your reputation narrative into all crisis and incident communications
- Develop a formal crisis response program, playbook, and tools
- Train business leaders and periodically practice the plan to verify readiness

Illustrative dashboard

Categories

Indicates the categories that are analyzed with respect to client context

Geospatial Map

Represents signals originating from various states/regions

Signal Timeline

Indicates signal by categories during the defined timeline



Key Statistics

Represents the amount of articles/signals/sources to come-up with insights

Themes

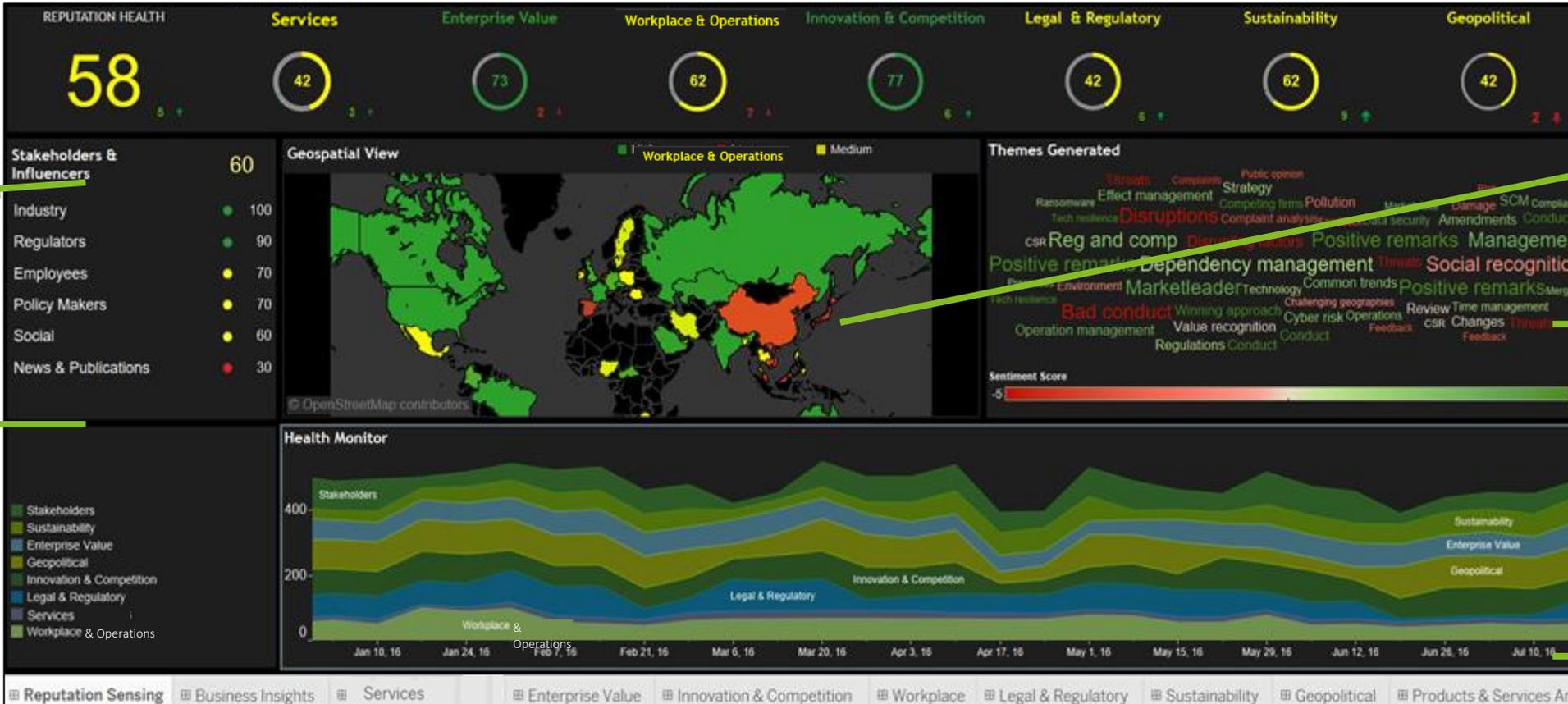
Key themes that are talked about in signals

Media Distribution

Represents the distribution of signals across different media source types

*Data subject to availability

Illustrative dashboard



Health Indicators
Indicates the overall reputation health of the client and individual health of all factors impacting Reputation

Stakeholders
Reputation health for the key Stakeholders

Geospatial View
The geospatial view represents a holistic view on the sentiment impact (based on alerts) across key countries, globally

Themes
Themes generated from the Reputation Analysis

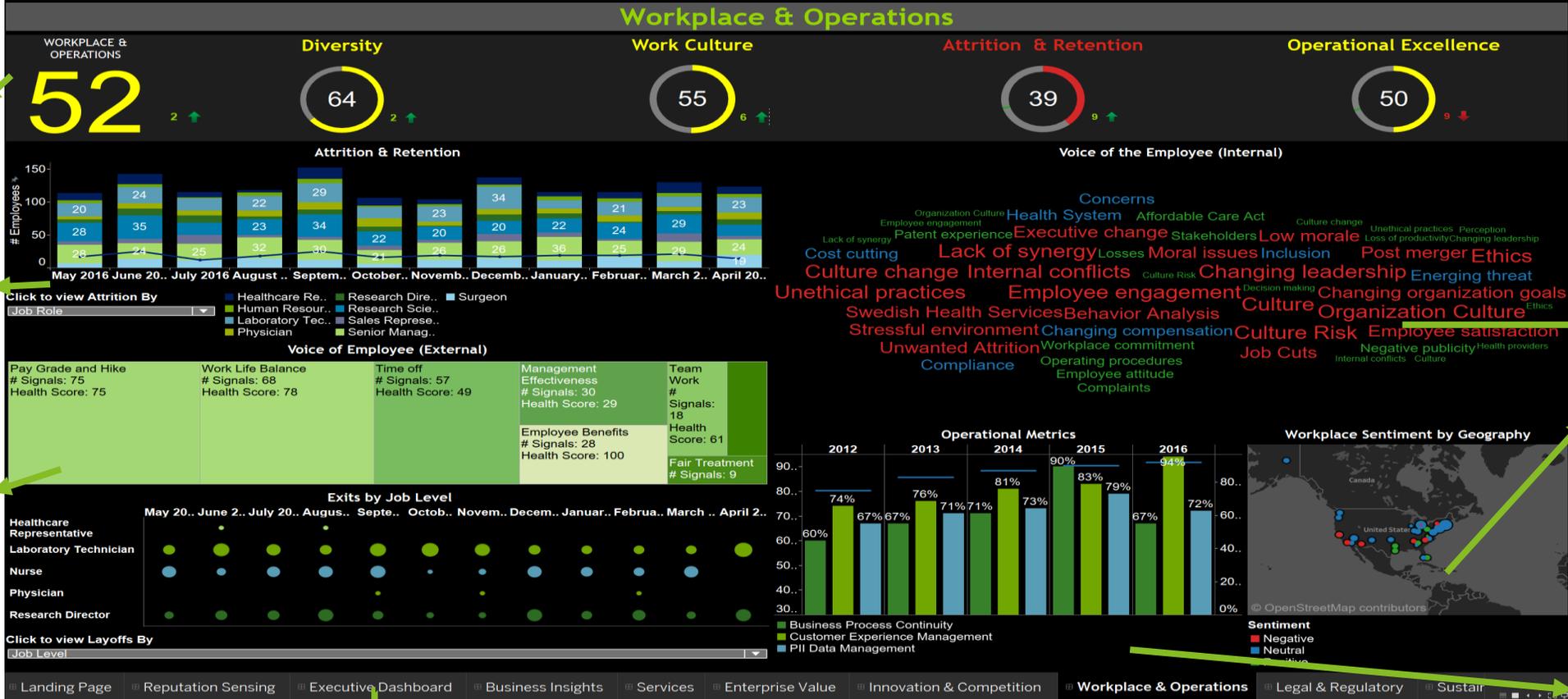
Health Monitor
Trend view of the Reputation health scores over time

*Data subject to availability

Illustrative dashboard

Health Indicator - Workplace

Indicates the overall health for workplace related metrics of the client along with individual health of all factors considered for measuring Workplace health



Voice of Employee

The word cloud depicts opinions by company's employees on workplace related aspects

Geospatial Mapping

Geospatial view helps analyze the sentiment of employees by location within the company's region of operations. Color of the dots represent sentiment score (green being the best and red being poor)

Operational Metrics

Represents performance of operational metrics including business process continuity, customer experience management and PII data management

Attrition and Retention

The chart is a representative of attrition and retention for client's workforce. Toggle at the bottom of this panel helps visualize this metric by years of experience, job role and department

Voice of Employee

The heat map helps analyze voice of employees on parameters including pay grade, work life balance etc. Higher the health score, better is the workplace environment

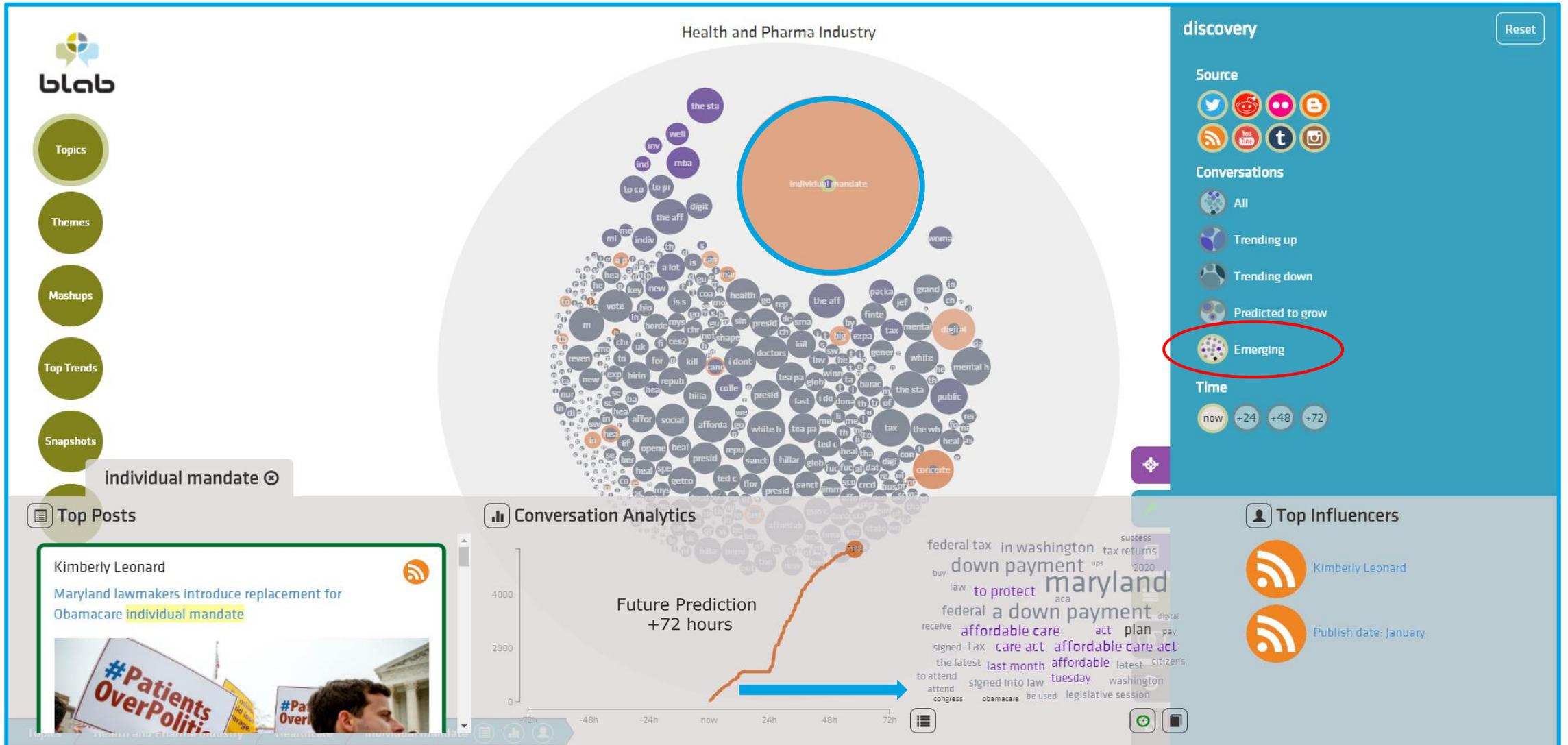
Exits by Layoff Reason

Chart depicts exist of employees from the company. Drop down at bottom of the panel helps view exit by job level and layoff reason

*Data subject to availability

Illustrative Dashboard

Preempt disruptions, predict social trends and improve reaction time to emerging events



*Data subject to availability



Govern & Measure

Establishing governance and accountability to manage reputation programmatically, measure outcomes and continually improve

Outcomes

- Clearly defined accountability
- Strong reputation governance
- Reputation health and sentiment monitoring and measurement
- Continuous program improvement

What did this mean for us?

We implemented a governance model that connects all aspects of brand and reputation management into one cohesive program

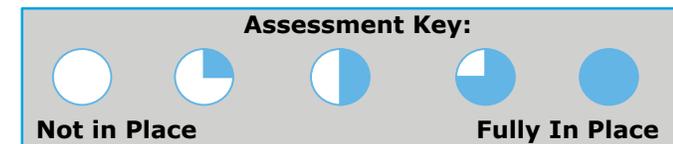
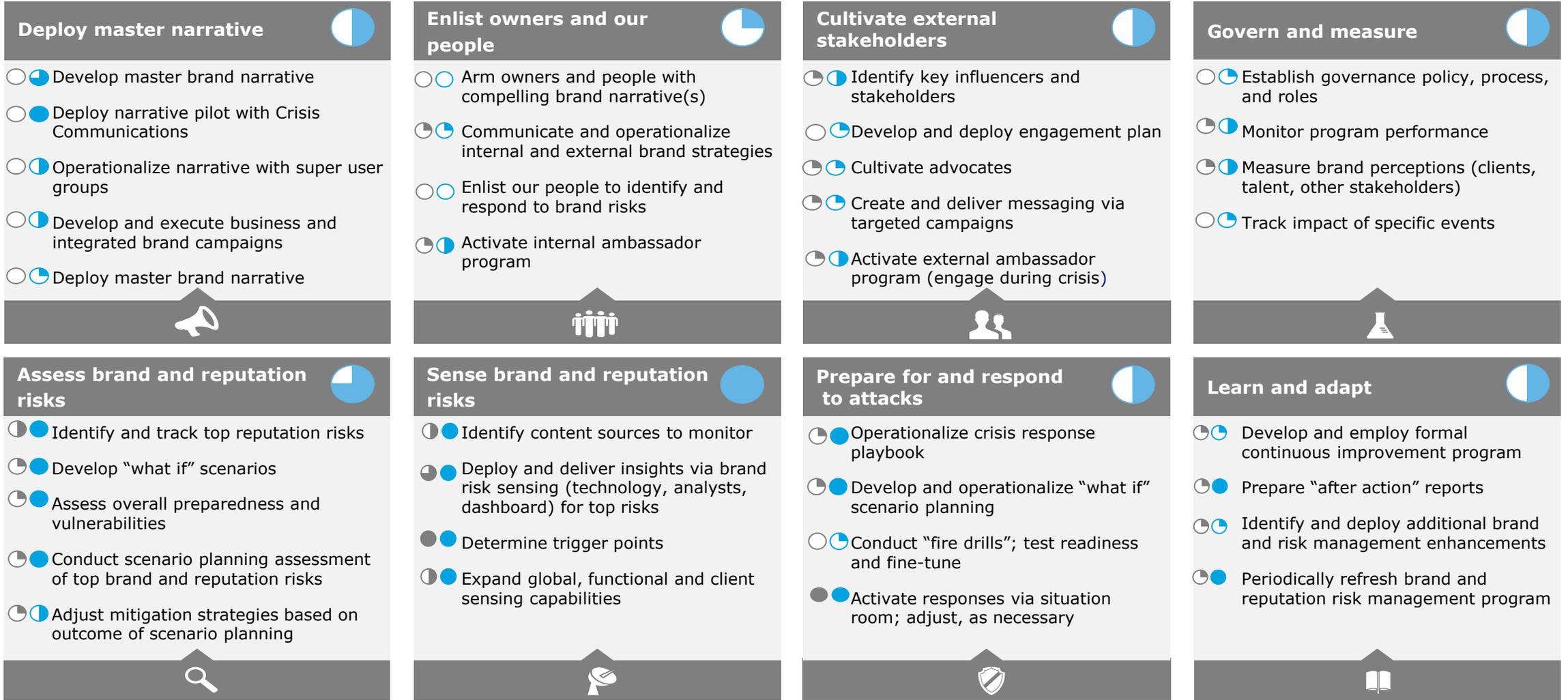
Strategic impact of a holistic program

- A leading and enduring brand and reputation in the marketplace
- Ability to influence stakeholder beliefs and perceptions and achieve desired outcomes
- Further differentiate from competition
- Cutting edge reputation risk assessment, sensing and monitoring capabilities
- Strong relationships with key stakeholders to garner support and advocacy



Holistic Governance Structure

Our efforts are now making an impact across our organization





Govern & Measure

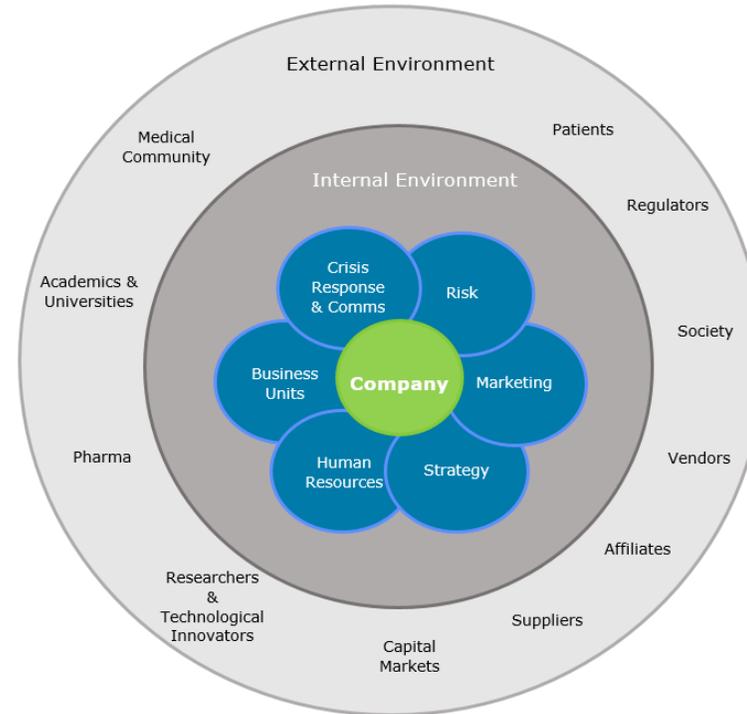
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Implement a governance model that connects all aspects of reputation management into one cohesive program



Strategic impact of a holistic program

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Getting strategic: Reputation management for healthcare providers

Common reputation management challenges for the healthcare industry



Being **reactive to reputation risks**, which can leave health care providers vulnerable during times of rapid change or crisis



Staying in front of stakeholder wants and responding to changing demands and expectations



Focusing primarily on protecting against negative reputation risks vs. **capitalizing on opportunities** to create value and brand equity

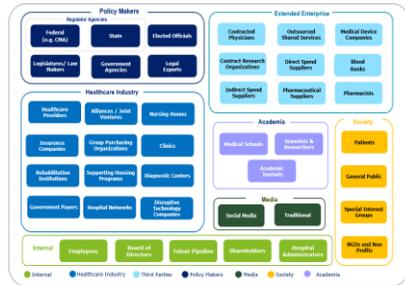


Creating a **differentiated** brand and patient experience in an industry with similar services

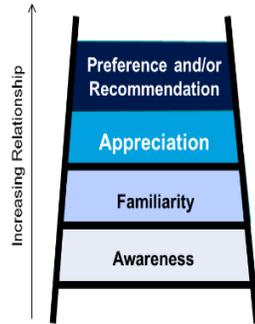


Attracting and retaining **long-term and loyal members**

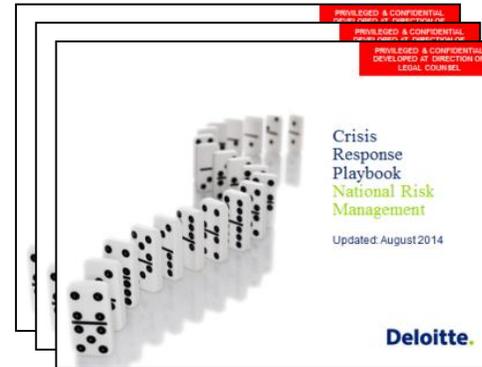
Leading reputation management practices



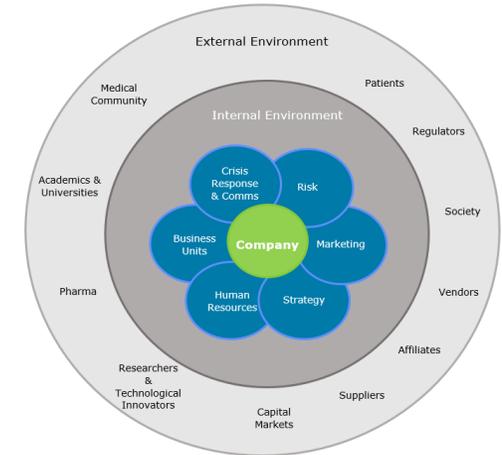
Stakeholder Map



Relationship Positioning Ladder



Crisis Response Playbook



Governance Structure

Build stakeholder advocacy:

- Create tools and processes for leaders and employees to identify, report and respond to brand risks
- Develop strategies to identify and engage internal and external stakeholders to be brand advocates before they may be needed

Improve resilience:

- Develop formal crisis response programs with tools and capabilities, including a crisis playbook, incident/watch-list, and scenario planning
- Implement crisis drills and testing to verify readiness and fine-tune response plans

Connect the dots across the organization:

- Establish clear governance and roles to respond to brand risks, track and measure brand perceptions, and adjust strategies to enhance risk mitigation

Types of tools to measure and monitor reputation risks and patient experience

Reputation health sensing



View Tailored Interactive Visualizations

Augment human intelligence through cognitive and advanced analytics to identify, analyze, and monitor emerging risks, allowing you to interpret impacts and proactively manage risk

Predicting tomorrow's conversations today



Predict patient insights and audience intent up to 72 hours into the future, giving you time to get ahead of the story

Customer and member experience



Modernize customer experience with custom provider communication models and training based on practices and components of evidenced-based emotional intelligence tools which improve patient satisfaction.

Getting started

1



Define reputation risk for your business

2



Understand your existing reputation management activities

3



Set the vision for your reputation management program

4



Define ownership and elevate the topic across the entire organization

5



Identify your most important stakeholders and actively engage them

6



Monitor the health of your reputation



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Q&A



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