

eHealthcare

STRATEGY & TRENDS

Online Reputation Management: It's More than Ratings and Reviews

How Kindred Healthcare leverages insights from online reviews to improve its online reputation, attract new patients, and enhance care

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 reputation.com[®]



Online Reputation Management

It's More than Ratings and Reviews

February 20, 2019



I feel respected and understood



They listen carefully to me



My nurse spends great time with me



Presenters



Lindsay Neese Burton

Healthcare Marketing Director
Reputation.com



Amanda Henson

Director of Online Reputation Management
Kindred Healthcare

Agenda

The Digital Landscape

More than Ratings & Reviews

Kindred's Strategy

Q + A

The Digital Landscape



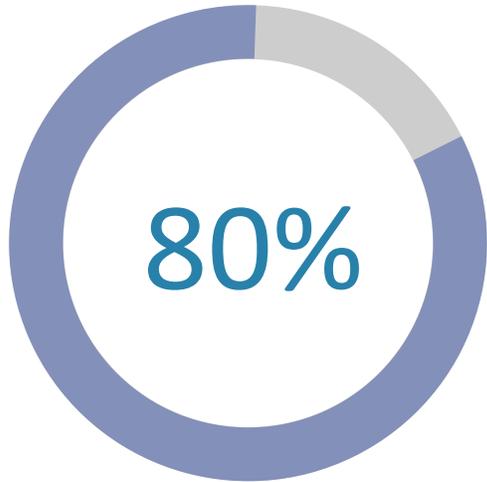
Patients Want a Great Experience from Awareness to Care

- Awareness is often a search result
- Digital experience expectations are high (think Amazon)
- First impressions drive conversion
- Quality and accuracy of data is key

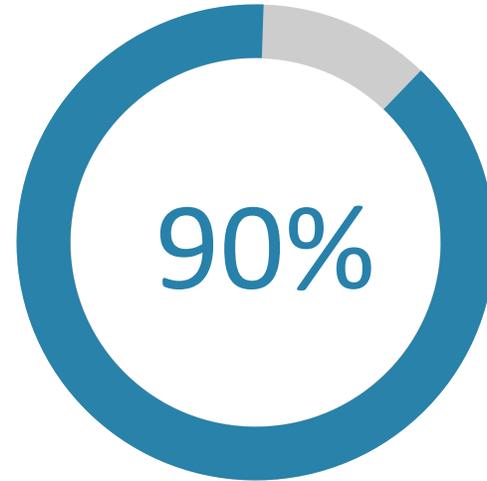




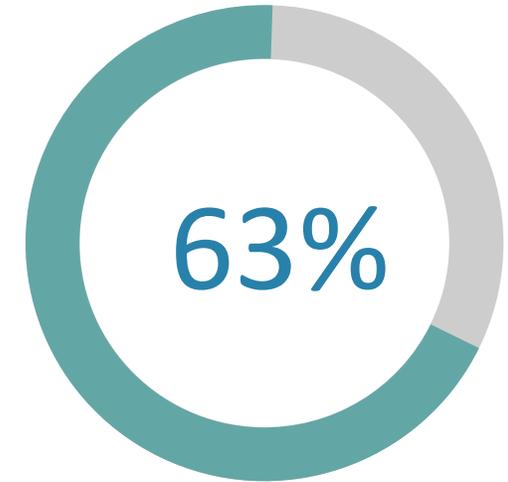
How Consumers Find Healthcare Information



of patients go online
first to research
healthcare



of health-related
search queries are
non-branded



choose providers
based on proximity
to home or office

The Use of Devices and Channels is Affecting Healthcare

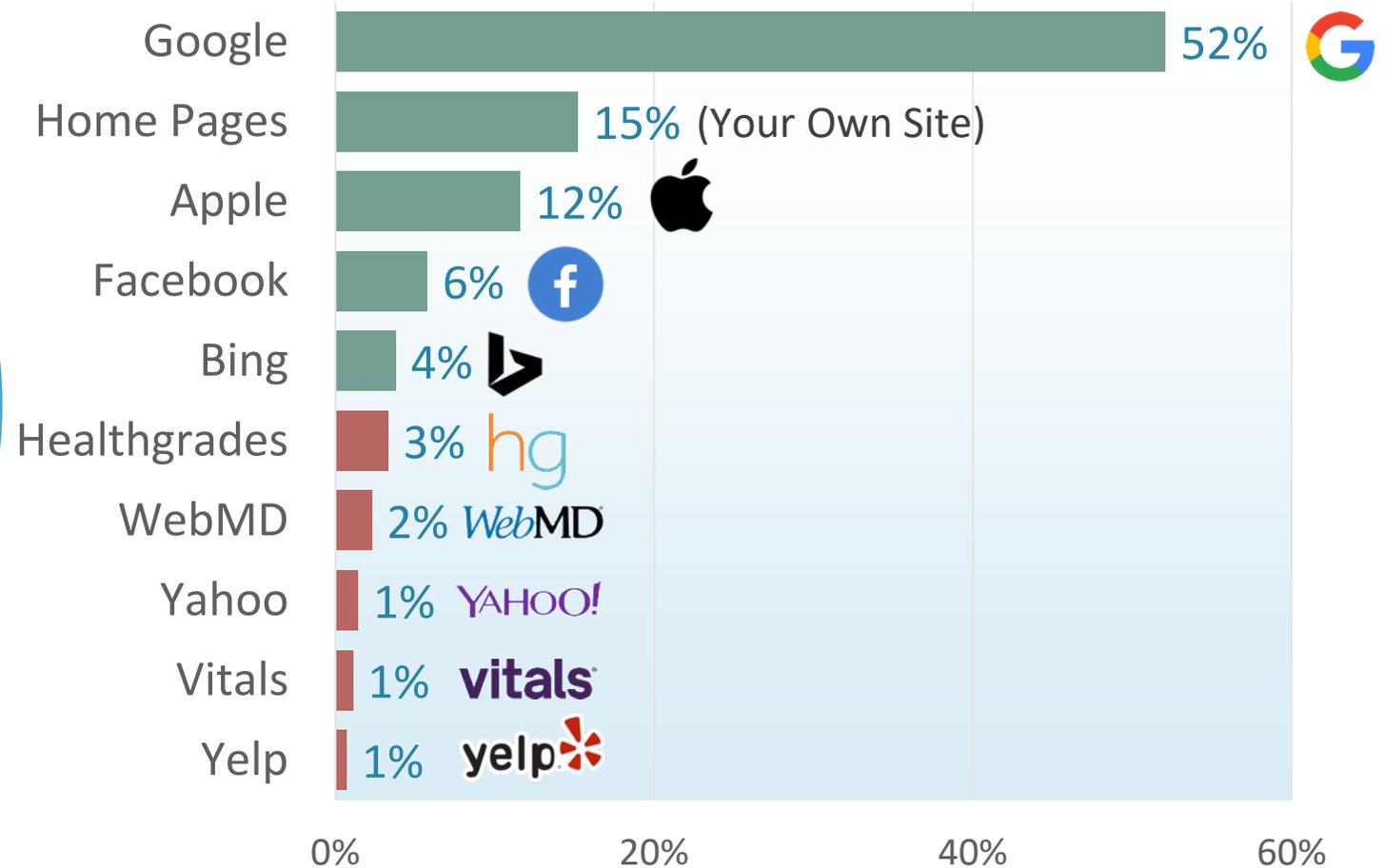


Where Consumers Find Healthcare Information

The top 5 sites constitute

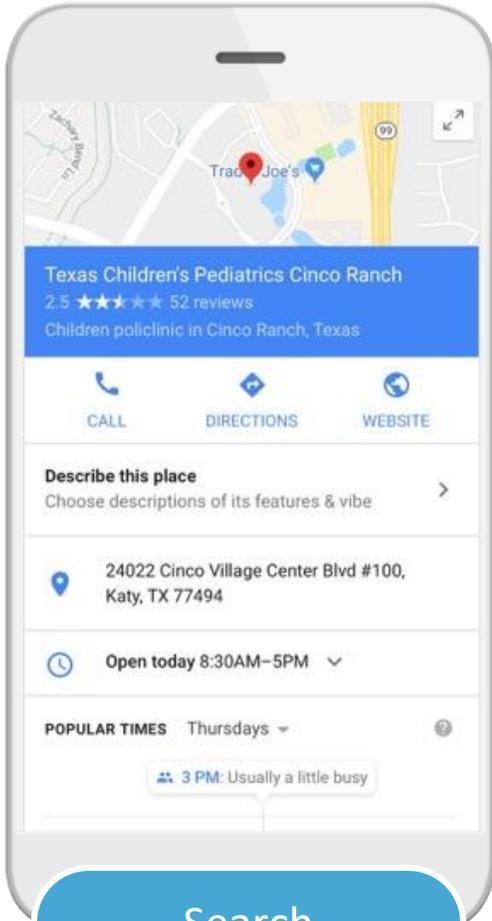
89%

of all sites used to find healthcare listings

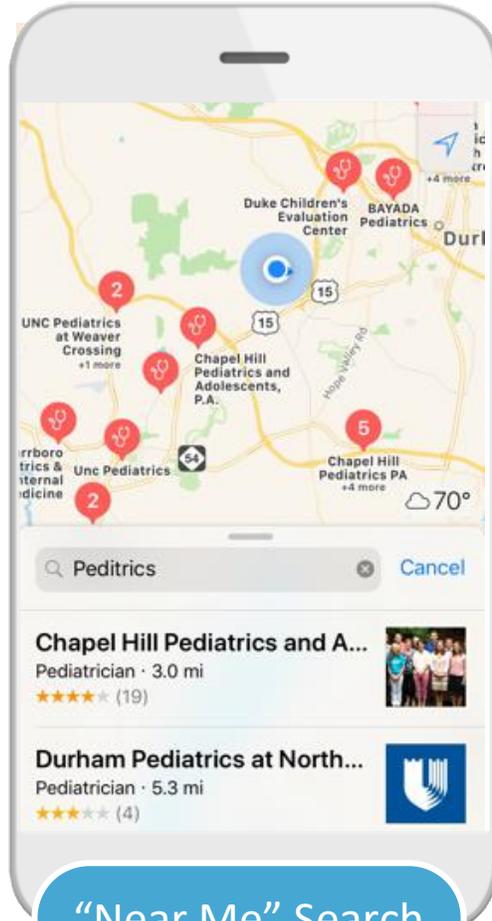




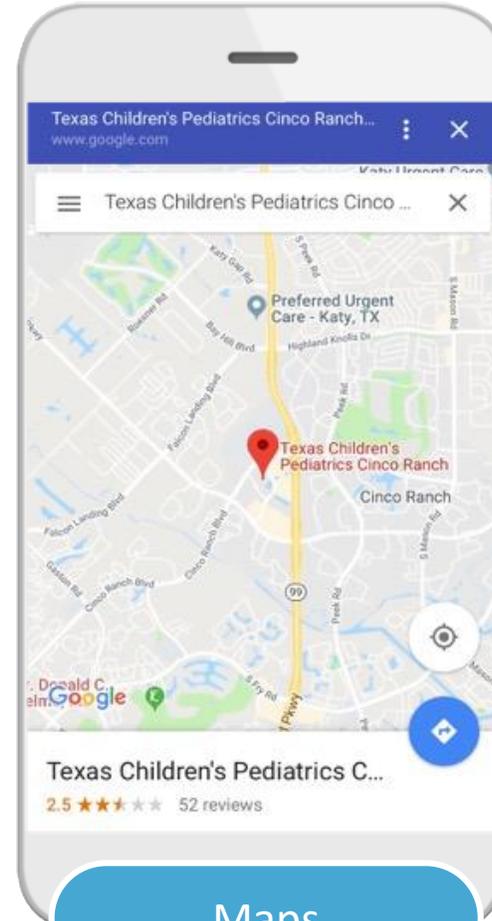
Reputation Is Everywhere Consumers Look



Search



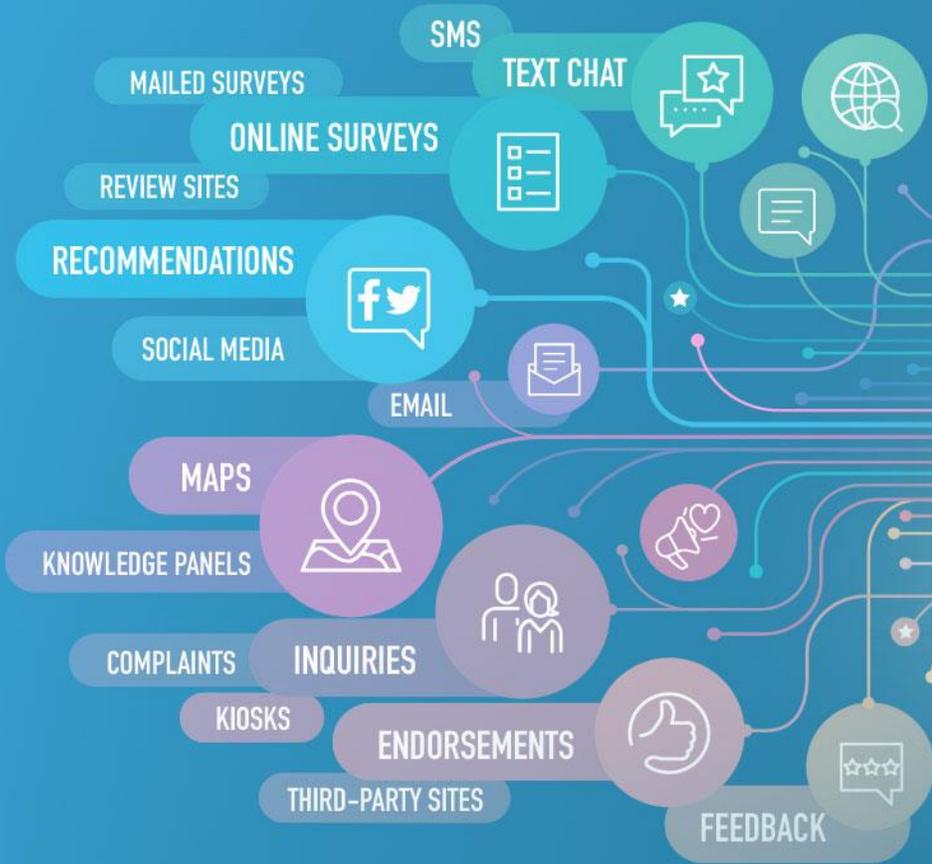
"Near Me" Search



Maps

"Alexa, What's the best pediatric care near me?"





The Digital Landscape Has Become a Feedback Economy

More than Ratings and Reviews

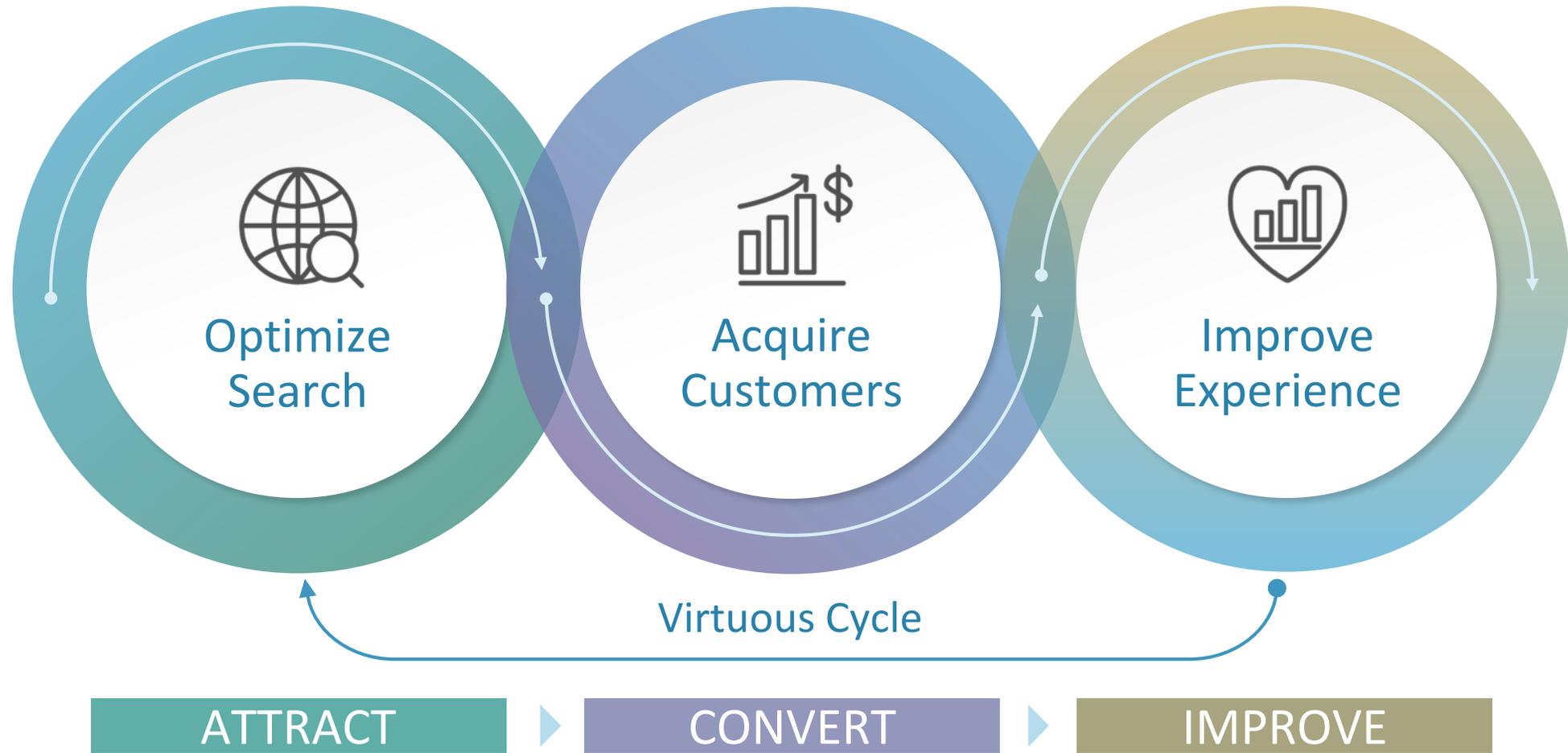
The Big Picture

- Directory
- Listings
- Ratings and Reviews
- Social
- Surveys
- Insights



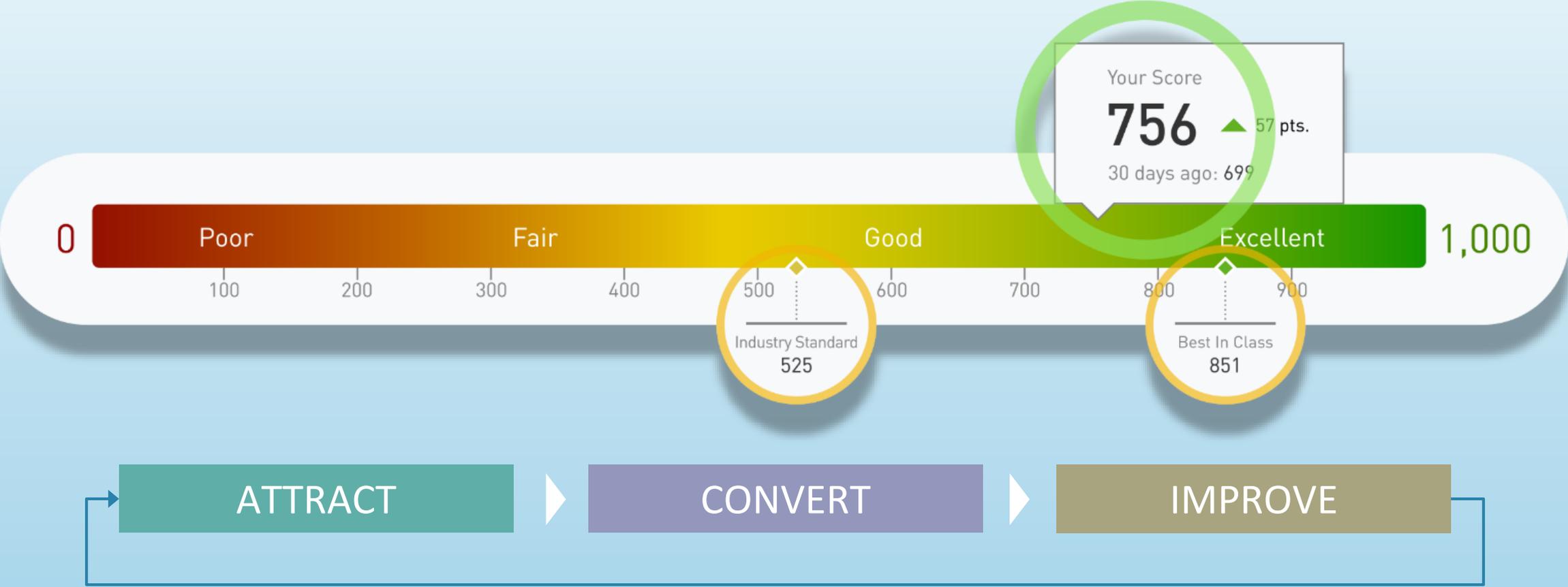


Essential Elements of Reputation Management



Reputation Score

At a Glance: Your Organization's Reputation and Experience Performance at a Hyper-Local Level



Kindred's Strategy



Kindred Healthcare



Kindred  Hospital

Kindred  **Rehabilitation**
Services



Across the Care Spectrum

- **Transitional Care Hospitals**
 - Certified by Medicare as long-term acute care (LTAC) hospitals.
 - Deliver care for chronically and critically ill and medically complex patients who require specialized and aggressive interventions over an extended period.
- **Inpatient Rehabilitation Hospitals**
 - Full-time rehabilitation, interdisciplinary care management and 24-hour physician-supported care.
 - Rehab teams help each patient get stronger and more independent, recover more rapidly and return home.
- **Rehabilitation therapists**
 - Provide medically necessary rehabilitation care across a full range of healthcare settings.
 - Bring recovery and improved function while supporting the highest quality of life possible.



Reputation Management: A Key Digital Priority



Kindred's mission is to promote healing, provide hope, preserve dignity and produce value for each patient, resident, family member, customer, employee and shareholder we serve.



Director of Reputation Management

- **Oversee the program**
- **Provide new hire and maintenance training**
 - Location leadership (CEO, CCO, Director of Quality)
 - Sales users
 - Reputation Champions
- **Meet with internal stakeholders regularly**
- **Monthly/quarterly reporting and outreach**
 - Champions
 - Location leadership
 - Division leadership
 - Inactive locations outreach
 - Positive review outreach
- **Quarterly Champion update calls**
- **Maintain business listings**



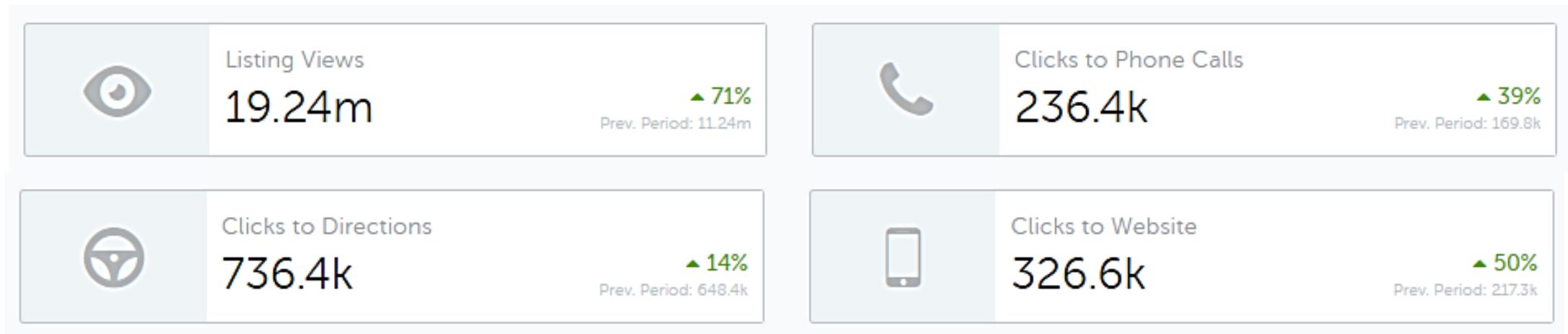
Kindred's Reputation Management Program

- **Review and Social Listening**
 - Positive review capture goal: 5% increase YOY
 - Managed by: Social Media and Reputation Management team
- **Review Response**
 - Response rate goal: 85% response rate
 - Response time goal: 12 hours
 - Managed by: Reputation Management team
- **Business Listings**
 - Weekly updates
 - Managed by: Reputation Management team
- **Reporting**
 - Provided monthly and quarterly
 - Reputation Score goal: 1% growth
 - Managed by: Reputation Management team
- **Review Usage**
 - Internal and External Use
 - Sales Use



Business Listings Strategy

- Weekly updates to ensure 100% accuracy
 - Regular audits of N.A.P. and images associated with listings
- Optimized images
- Optimized description





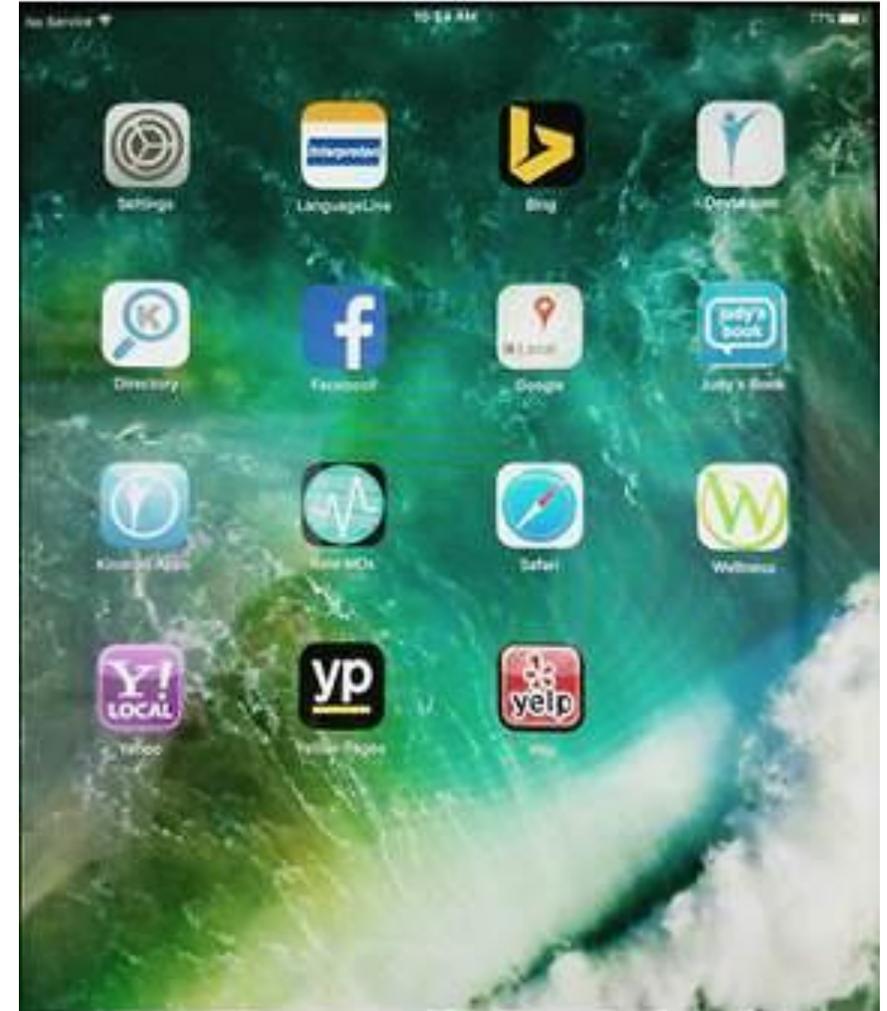
Reviews

1. Review Monitoring and Responding

- a. Social Listening
 - Reputation.com
 - Sprinklr
- b. Responding
 - a. Instances where ORM team does not respond:
 - Excessive profane language
 - Threatening or harassing language
 - Death attribution
 - Lawsuit or media threats

2. Requesting Reviews

- a. Bedside capture
- b. Personal-use device
- c. Review request emails





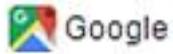
Reviews: A Case Study





Reviews: Turning a Negative to a Positive

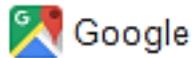
You have a new Negative review



★☆☆☆☆ 1.0 / 5

The nurses and aides are the patients. However, we raised toilet seat) and are of mobility in the hospital that. at this rate we will be have made no progress. gotten a shower (even the up day). They haven't got are covered but the little t are generic, no pictures to ventilation-but the front is money to put on a show v that decor to make their s services again. Would rat wouldn't have written a review but I'm still waiting for a call back from anyone who can address my concerns so now feel the need to be more vocal.

You have a new Positive review



★★★★☆ 4.0 / 5

Hopefully I successfully deleted my last review...I still believe the nurses and aides are attentive and caring but I would now like to add how quickly the administration addressed my concerns and my mother's needs. In less than 5 hours every worry I had was addressed and resolved. I would like to thank Ann for her time, patience and obvious commitment to a positive experience. No one wants to be in rehab, but I do feel 100% confident in the care they are giving my family.



Reporting: Sentiment Reporting

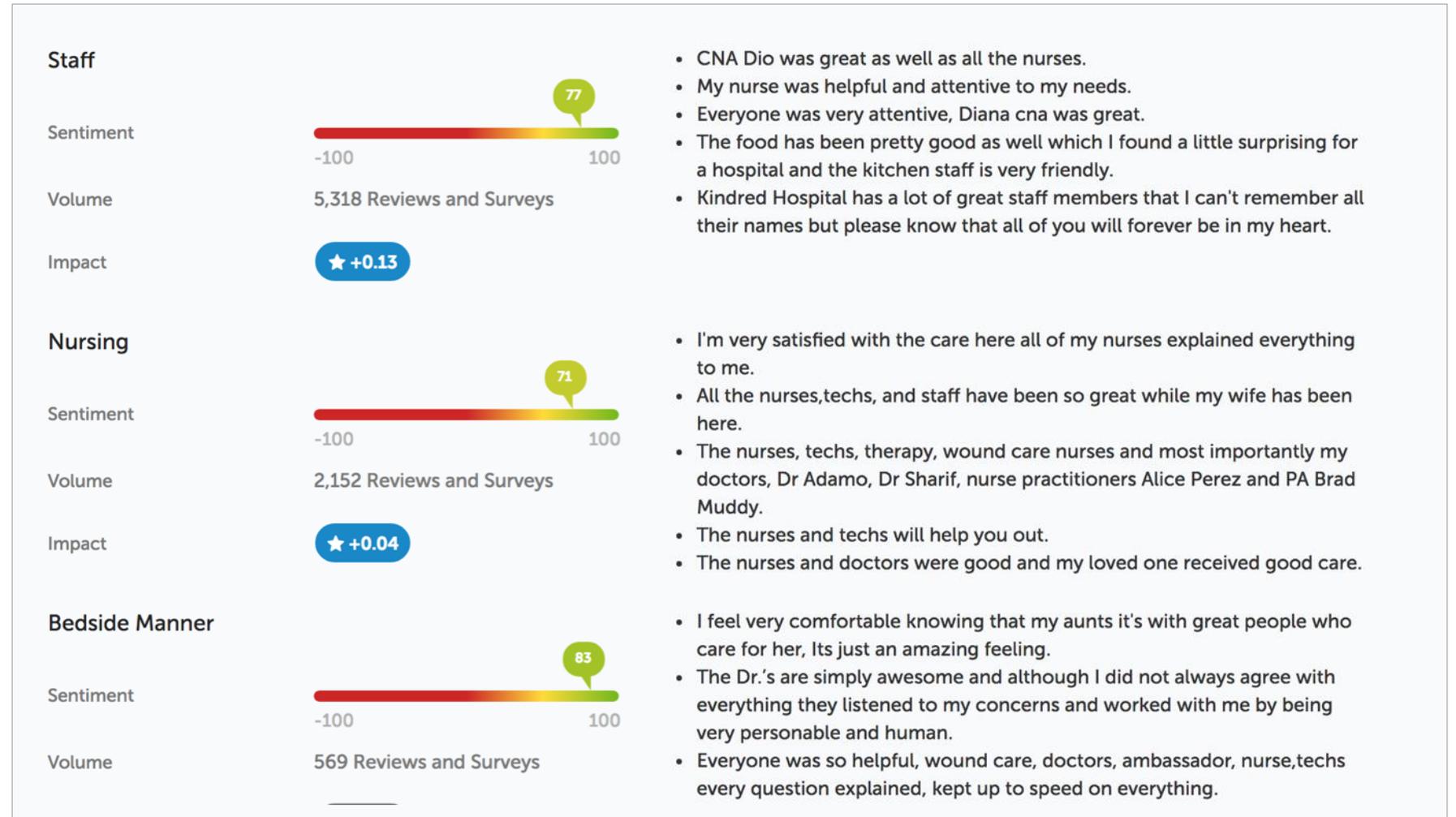
Sentiment reporting is sent to divisional VPs, location leadership, sales leaders, and Reputation Champions

Region/District	Mar-17 Score	Apr-17 Score	May-17 Score	Jun-17 Score	Jul-17 Score	Aug-17 Score	Sep-17 Score	Oct-17 Score	Nov-17 Score	Dec-17 Score	Jan-18 Score	Feb-18 Score	Mar-18 Score
⊖ Chicago	632	645	652	658	681	682	676	682	696	700	708	709	700
⊖ Chicago	632	645	652	658	681	682	676	682	696	700	708	709	700
	638	664	703	770	826	831	831	831	843	824	835	807	760
	725	743	745	764	781	778	706	714	717	722	762	800	793
	630	608	534	520	537	557	582	608	614	616	638	634	597
	631	666	606	609	627	632	639	629	724	729	750	709	704
	696	667	719	723	739	748	743	740	727	745	730	748	742
	828	848	848	828	831	825	825	826	807	805	819	828	831
	645	634	656	656	672	673	676	670	645	642	641	668	645
	433	506	535	524	526	525	539	539	555	551	556	564	543
	550	573	627	639	698	688	646	685	731	753	749	756	779
	545	545	548	545	570	564	572	577	595	617	597	575	606
⊕ Florida	553	563	556	553	578	581	596	589	611	628	647	635	644
⊕ Mid-South	552	558	546	537	555	558	568	583	589	595	615	622	628
⊕ Texas	617	624	628	626	648	652	672	675	698	703	721	726	721
⊕ West	500	509	517	510	519	520	508	503	513	522	531	542	538
Summary	560	568	568	564	582	585	588	591	605	613	627	632	631



Reporting: Operational Insights

Operational insights are provided to division and location leadership





Reputation Score: Accountability

Reputation Score is above the line on the hospital division balanced scorecard

Yearly, quarterly, and monthly goal setting

Hospital Division
Balanced Scorecard
HOSPITAL DIVISION
Year to date - November 2018

EBITM (\$000) 40%
\$104,653 / \$93,665



	People 10%	Quality 20%	Growth 12.5%	Efficiency 7.5%	Capital 10%
STIC	Total Turnover % 23.3% / 24.3%	Clinical Quality Index BSL, UTI, NOWPU 1.69 / 1.96	Compliant Admissions 30,070 / 30,581	Operating Cost PPD \$1,506 / \$1,486	Total AR Net PIP and Cost Report Settlements 79.9 / 86.8
		Return to Acute 8.5% / 8.0%	Net Revenue (\$000) \$1,800,765 / \$1,769,644		
	Nursing & RT Turnover % 25.0% / 26.1%	Patient Safety Index 78.8% / 78.2%	Total ADC 3,023 / 3,016	Variable Hours PPD 11.9/11.6	% of Total AR > 90 Days 44.0% / 33.0%
	CEO & CCO Turnover 25.00 / 31.16	Reputation.com 689 / 645	Compliant Revenue % 94.2% / 94.5%	Variable Costs PPD \$799 / \$780	AR Days (Non-MCR) 109.1 / 113.7
	Work Comp Claim / FTE 5.6% / 5.1%	Malpr - Rpt Claim Improvement 95 / 102	Admission Conversion Rate 50.9% / 54.0%	Total Labor Cost PPD \$777 / \$758	
		Service : Would You Recommend 81.1% / 67.2%	Net Revenue PPD \$1,784 / \$1,757		
		Service Call Light Response 76.0% / 73.5%	Case Mix Index 1.23 / 1.21		
		FS Blood Glucose 69.2% / 69.2%			
		ADR Acceptance Rate % 86.0% / 87.6%			
		Restraints 62.10 / 56.30			

Legend

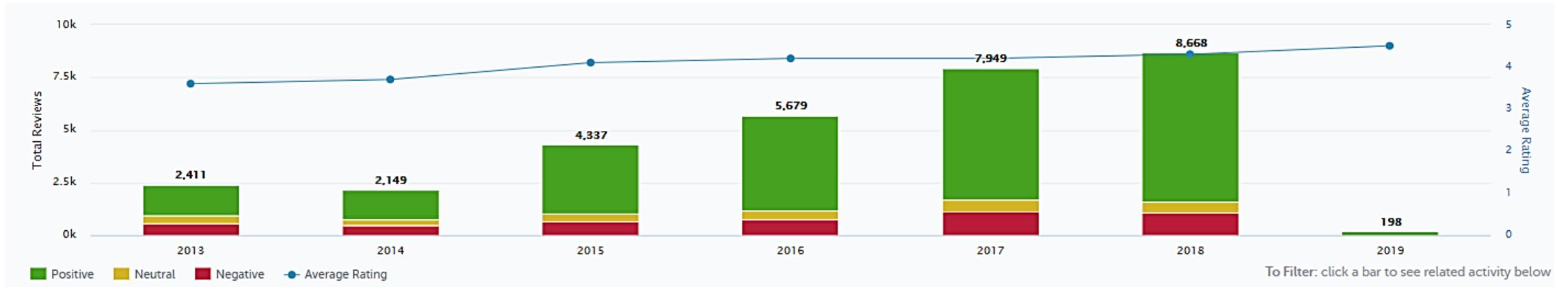
- Maximum Achieved
- Between Maximum & Target
- Between Target & Minimum
- Below Minimum
- Not measured for this period

DEDICATED TO HOPE, HEALING AND RECOVERY

Run Date: 12/17/2018 10:34:16AM



What Success Looks Like



- Review volume grew 10%
- Reputation Score increased 5%
- Employee review tracking: be the employer of choice
- Listings accuracy improvement
 - Significant growth in clicks for directions



Beyond the Review

Leadership teams, champions and sales leaders are encouraged to practice positive review amplification

- Positive review monthly outreach to various locations
- Leadership teams use reviews for employee recognition programs
- Training teams on how to extend the life of a review through sterilization and collateral creation



“THE TEAMS HERE ARE ALL ABOUT HELPING PATIENTS”

“My aunt was recently discharged from Kindred Hospital Los Angeles. During her stay she was treated with dignity and care. After overcoming a series of illnesses she now has her health restored. Without the help of the awesome doctors at Kindred I’m sure we would not be planning a recovery celebration for my aunt. The teams here are all about helping patients progress to the next level and not just stabilizing them. My family and I are extremely grateful for this facility! Needless to say, my aunt is overwhelmed with gratitude and now she can celebrate her recovery and those who helped made it possible.”

Google • May 12, 2017

Kindred Hospital
Los Angeles

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Future State

- Review requesting via SMS
- Google Q + A
- Insights used to diagnose trends and make operational improvements
- Ticketing

Q&A



Presenters



Lindsay Neese Burton

Healthcare Marketing Director
Reputation.com



Amanda Henson

Director of Online Reputation Management
Kindred Healthcare

Thank You

