

How to Make an Online Physician Ratings & Review Program a Reality

Presented by: **Karina Jennings**, AVP Marketing
Sunita Mishra, MD, Medical Director, Clinical Innovation

Agenda

- About Us
- Program Overview
- Making the Case
- Implementation Strategy
- Results and Impact
- Key Learning

THE COMMUNITIES WE SERVE



Providence Health & Services
Alaska



Providence Health & Services
Western Washington, including Swedish Health Services and Pacific Medical Centers



Providence Health & Services
Eastern Washington/Western Montana, including Kadlec Regional Medical Center

Providence Health & Services
Oregon
Providence Health Plan



St. Joseph Health
Northern California (Humboldt, Napa, Sonoma Counties) including St. Joseph Heritage Healthcare

Providence Health & Services
Southern California (Los Angeles County), including Facey Medical Foundation



St. Joseph Health
Southern California (Orange and San Bernardino Counties) including Hoag and St. Joseph Heritage Healthcare



St. Joseph Health
West Texas/Eastern New Mexico, including Covenant Health and Covenant Medical Group FirstCare Health Plans



OUR SERVICES

 **50**
HOSPITALS

 **829**
CLINICS

 **23K**
PHYSICIANS

 **14**
SUPPORTIVE
HOUSING
FACILITIES

 **106K**
CAREGIVERS

 **1.9m**
COVERED LIVES

 **90**
NON-ACUTE
SERVICES

 HIGH SCHOOL,
NURSING
SCHOOLS
AND UNIVERSITY

 **2**
HEALTH
PLANS

 **21b**
REVENUE

 **23m**
ADMITS/VISITS

 **\$1.3b**
COMMUNITY
BENEFIT

 Providence
St. Joseph Health

Program Overview



Background



Vendor presentations in early 2014



Interest expressed from system leaders



Decided to build ourselves due to vendor costs



Launched pilot in two markets in January 2015

Current Program

**Deployed
System-wide**

5 States
4 Brands

**1,800 +
Physicians**

**~ 5,500
Comments
Per Month**

Our Approach

- Use CG-CAHPS data for employed providers from Press Ganey surveys.
- Aggregate ratings from the previous **12 months** for providers who have **over 30 ratings** as well as the comments will be included on provider profiles.
- We do not post comments that contain libel, profanity or content that imposes risks to the privacy of our patients.

25. Using any number from 0 to 10, where 0 is the worst provider possible and 10 is the best provider possible, what number would you use to rate this provider?
- 0 Worst provider possible
 - 1
 - 2
 - 3
 - 4
 - 5
 - 6
 - 7
 - 8
 - 9
 - 10 Best provider possible

Please comment on good or bad experiences related to your care provider: she is an Excellent Doctor - Her patients will be very happy & fortunate to have her for their DR!

Technology Solution

Partnered with Binary Fountain to use their platform for the work needed between Press Ganey and website posting



How it looks online

Filter results

SHOW RESULTS NEAREST TO:

ZIP code

Enter a ZIP code

Within radius

5 miles

FIND A DOCTOR BY:

Name

James Beckerman

SEARCH OPTIONS:

Health condition, service, or specialty

Cardiology

Male or female

Select a gender

Show members who speak:

Language

Show members located at:

Cardiology Physicians

[Export these search results to PDF](#)

Last name

Viewing Page 1 of 1 | Showing Results 1 of 1



James G. Beckerman M.D., FACC

Cardiologist, medical director, Play Smart Youth Heart Screenings

Area of Expertise:

Preventive cardiology, sports cardiology, heart disease in pregnancy

Patient Rating ★★★★★ 4.7 / 5

128 Ratings • 28 Comments

[VIEW PROFILE](#)

Providence St Vincent
Heart Clinic Cardiology

9427 SW Barnes Road
Suite 495
Portland, OR 97225

503-216-1661

503-216-0950

[Maps & Directions](#)

[« Return to search](#)



[PRINT PDF](#)

James G. Beckerman, M.D., FACC

Cardiologist, medical director,
Play Smart Youth Heart
Screenings



[ACCEPTING NEW PATIENTS](#)

Patient Rating ★★★★★ 4.7 / 5

128 Ratings • 28 Comments

[Biography & Education](#)

[Care Locations](#)

[Specialties](#)

[Reviews](#)

Biography

Clinical articles by James G. Beckerman, M.D.

[It's not enough to walk the talk. Prescribe it!](#)

[A cardio workout \(and work up\) for athletes](#)

[Young, athletic and at risk for sudden cardiac death?](#)

[Five things to know about heart disease](#)

[Sex after heart attack – when is it safe?](#)

[The skinny on saturated fat](#)

Publications

["The Flex Diet: Design Your Own Weight-Loss Plan." Simon & Schuster, 2010](#)

[PubMed listings](#)

Featured

[Women's heart health, KPTV](#)

NBC's "Today Show"

"The Dr. Oz Show"

The New York Post

CBS News.com

["Dr. Digital." Providence Together](#)

How it looks online

The screenshot shows the profile of Christopher A. Moore, MPH, M.D., a family medicine physician. The page includes a navigation bar with options like 'Services', 'Locations & Clinics', and 'Find a Doctor'. A breadcrumb trail shows 'Physician Directory > Christopher A. Moore, MPH, MD'. The profile features a photo of Dr. Moore, his name and title, and his specialty in family medicine. A 'Get Appointment' button is visible. A map shows the location of Swedish Renton Primary Care at 911 N. 10th Place, Renton, WA 98057. The phone number is 425-391-5841. A patient rating of 4.5/5 is highlighted with a red circle. The 'General Information' and 'BIOGRAPHY' sections are also visible.

Reviews

PATIENT RATINGS AND COMMENTS

The Patient Rating score is based on responses given during the CAHPS Patient Experience Survey. Responses are measured on a 10-point scale, with 10 being the best score. These scores are then translated to a 5-point scale in order to display results in a 5-star rating. Comments are also gathered from the same survey and displayed in their entirety with the exception of any language that may be considered slander, libel or contain private health information, which will be removed prior to publishing the comments.

★★★★★ 4.5 out of 5 (126 Ratings, 31 Comments)

★★★★★ Great experience.
11/02/2016 Swedish Patient

★★★★★ Ver good
11/01/2016 Swedish Patient

★★★★☆ An episode probably related to arrhythmia (heart) was diagnosed as GERD, but I have never had GERD or any of its symptoms. [...] correctly diagnosed (subsequently) a heart arrhythmia.
10/30/2016 Swedish Patient

★★★★☆ Dr Moore is awesome - easy to talk to, positive guy
10/23/2016 Swedish Patient

★★★★★ I am not a person who visits doctors regularly, but I was impressed with Dr. Moore's approach and there were no "lectures" about length of time since Last preventative care visit.
10/11/2016 Swedish Patient

★★★★☆ My lower confidence in the provider is not a personal thing, It's that I'm beginning to have difficulty trusting GP's in the same way I have



About 1,130,000 results (0.39 seconds)

Dr. Ruth A. Fischer-Wright, MD

<https://plus.google.com/112137517821378198143/about?gl=us&hl=en>

[Google+ page](#) · [Be the first to review](#)

4015 Mercantile Dr #200, Lake Oswego, OR 97035
(503) 216-1500

Ruth Fischer-Wright, M.D. | Providence Oregon

oregon.providence.org/.../fischer-wright-ru... Providence Health & Services

★★★★★ Rating: 4.8 - 314 reviews

Board-certified in family practice, Dr. Fischer-Wright completed her medical degree at the University of Washington School of Medicine. She completed her ...

Dr. Ruth A. Fischer-Wright, MD - HealthGrades

www.healthgrades.com > ... > Oregon (OR) > Lake Oswego

★★★★★ Rating: 4.3 - 30 votes

Visit Healthgrades for information on Dr. Ruth A. Fischer-Wright, MD. Find Phone & Address information, medical practice history, affiliated hospitals and more.

Dr. Ruth Fischer-Wright, Family Medicine Doctor in Lake ...

health.usnews.com > Doctors > U.S. News & World Report

Dr. Ruth Fischer-Wright is a Family Medicine Doctor in Lake Oswego, OR. Dr. Fischer-Wright admits patients at Providence St. Vincent Medical Center, ...

Dr. Ruth Fischer-Wright, MD - Family Practitioner in Lake ...

www.vitals.com > ... > OR > Lake Oswego Family Physicians

★★★★★ Rating: 4 - 4 votes

Dr. Ruth Fischer-Wright, MD, rated 4/5 by patients. 4 reviews, Affiliated with four star hospital, board certified in Family Medicine, Phone number & practice ...

Dr. Ruth A. Fischer-Wright, MD - WebMD Physician Directory



Dr. Ruth A. Fischer-Wright, MD

[Directions](#)

Family Practice Physician

Address: 4015 Mercantile Dr #200, Lake Oswego, OR 97035

Phone: (503) 216-1500

Reviews

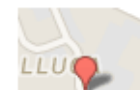
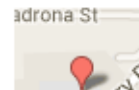
[Write a review](#)

[Be the first to review](#)

More reviews: vitals.com, ratemds.com, healthgrades.com

People also search for

[View 15+ more](#)



Managing Comments



To protect physicians and the organization, every comment is reviewed before posting

Making The Case

Why do this?

Transparency

- Consumers/Patients have the right to transparency when selecting a physician

Reputation Management

- We have no control over what gets posted on health review sites like Vitals and Healthgrades
- Press Ganey scores will almost always be more positive than anything posted on these review sites

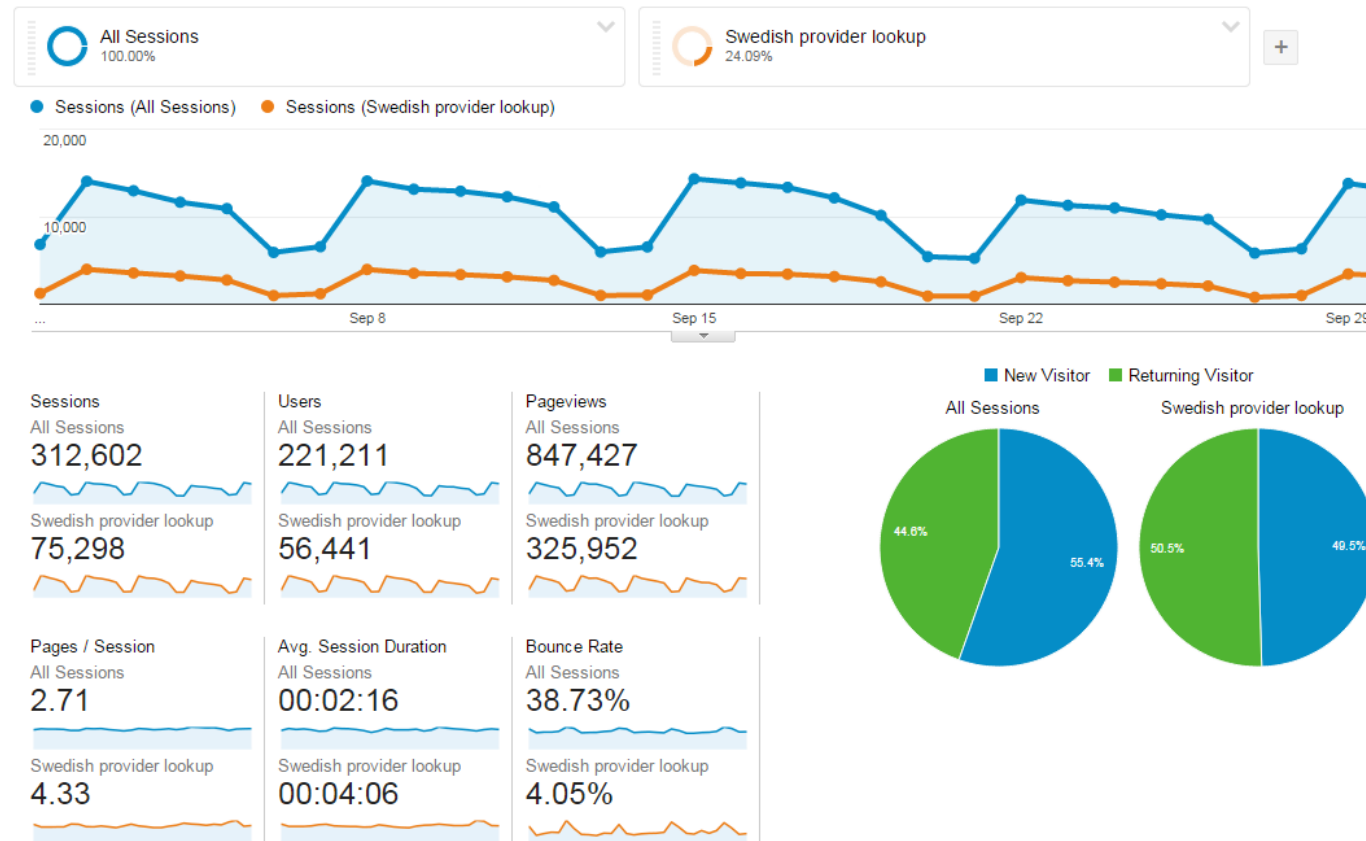
Search Optimization

- Google loves reviews, the more the better
- When searching a physician, the site with the most reviews will display first

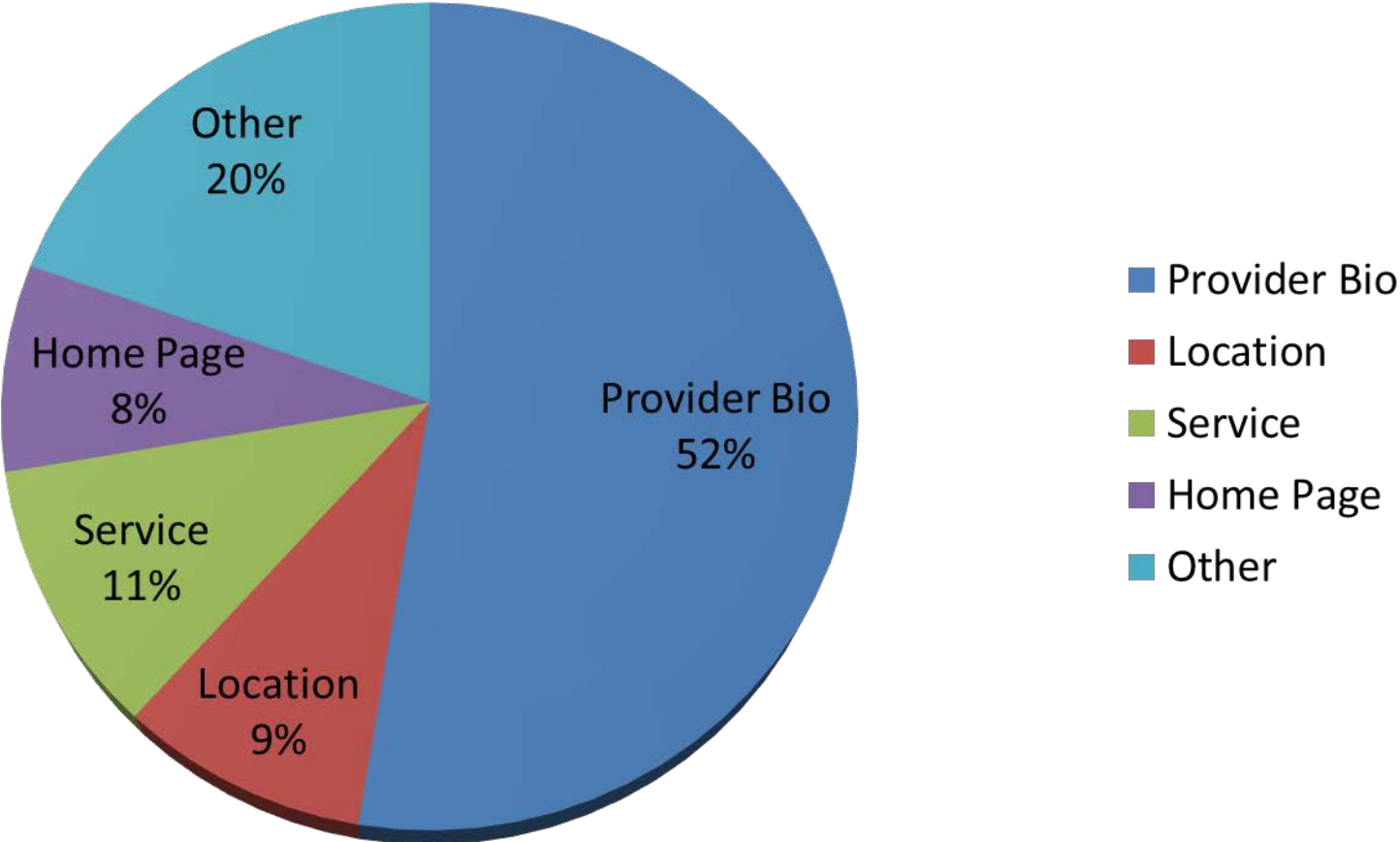
Website Metrics

75% of web traffic comes from organic search

25% of all web visits include a provider lookup

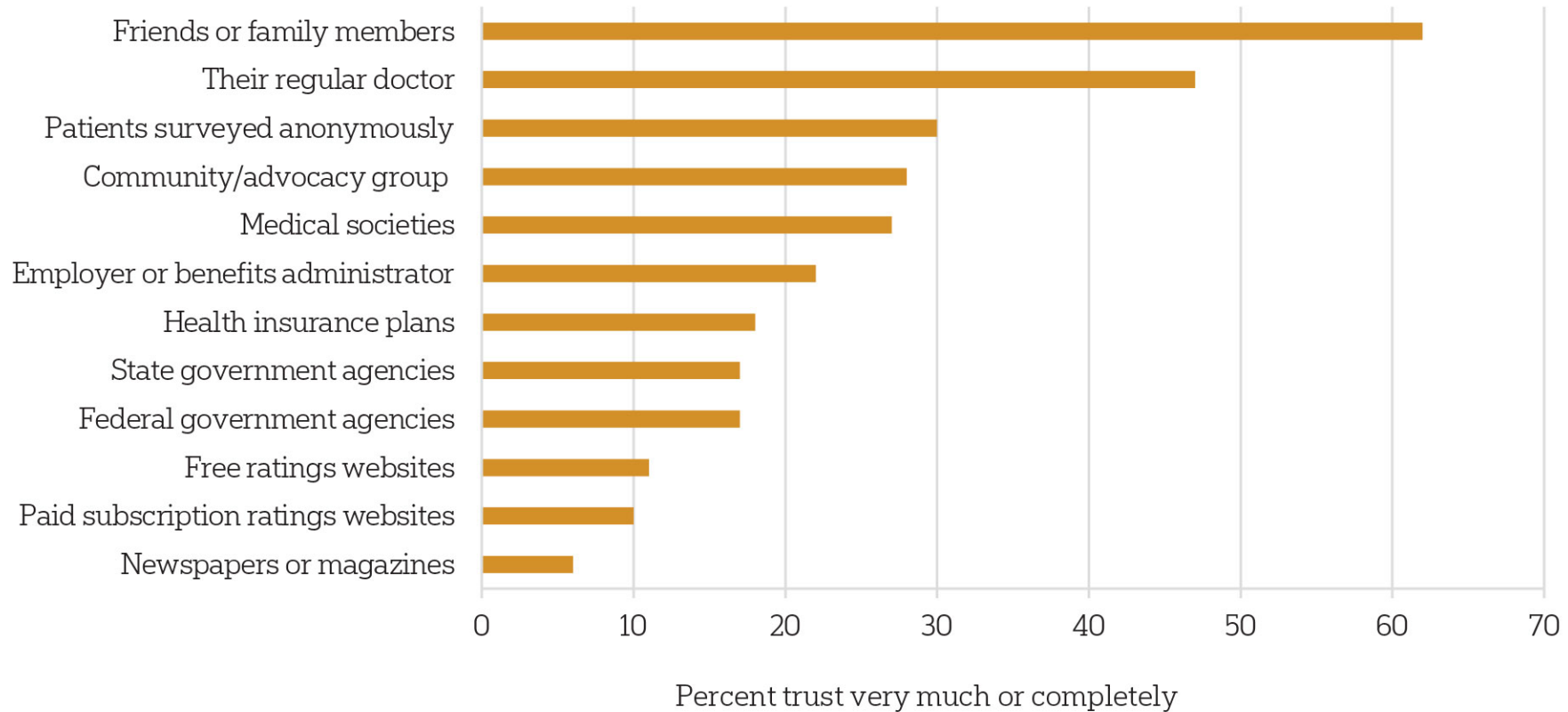


Provider profile is new landing page



87,179 sessions used provider directory, out of 375,838 total sessions
<http://Swedish.org>
January, 2015

Americans' level of trust



Question: If you saw quality ratings of doctors or other health care providers from each source, how much would you trust the information? Would you trust this source completely, very much, moderately, slightly, or not at all?

Finding Quality Doctors: How Americans Evaluate Provider Quality in the United States: Research Highlights

The Associated Press-NORC Center for Public Affairs Research, July 2014

<http://www.apnorc.org/projects/Pages/HTML%20Reports/finding-quality-doctors.aspx>

Case Study

UNIVERSITY OF UTAH HEALTH CARE

Find a Doctor | Services | Locations | University Hospital | Clinical Trials

Health Care Home / Find A Doctor / Provider Details

David E. Anisman, M.D.

Patient Rating: 4.8 out of 5
143 Patient Ratings
95 Patient Comments

Clinical Details | Academic Profile | Education | Video & News

Schedule An Appointment | **Clinical Office Address**

(801) 213-8844 | Centerville Health Center
26 South Main Street
Centerville, UT 84014
[Map](#)

Bio

David E. Anisman, M.D., is a board-certified Family Physician. He graduated from the Uniformed Services University of Health Sciences in 1988, and completed his residency training at Travis Air Force Base in 1991. His 20-year Air Force career focused on the practice of Family Medicine and medical education.

Patient Ratings

The Patient Rating score is an average of all responses to care provider related questions on our nationally-recognized [Press Ganey Patient Satisfaction Survey](#).
Responses are measured on a scale of 1 to 5 with 5 being the best score.

Likelihood of recommending care provider 4.7 ★★★★★	Care provider spoke using clear language 4.8 ★★★★★	Care provider's explanation of condition/problem 4.8 ★★★★★
My confidence in care provider 4.7 ★★★★★	Care provider's effort to include me in decisions 4.8 ★★★★★	Wait time at clinic 4.1 ★★★★★☆
Time care provider spent with me 4.7 ★★★★★	Care provider's concern for questions & worries 4.7 ★★★★★	Care provider's friendliness and courtesy 4.8 ★★★★★

Patient Comments

Patient comments are gathered from our Press Ganey Patient Satisfaction Survey and displayed in their entirety. Patients are de-identified for confidentiality and patient privacy.

UofU Patient August 24, 2014
Dr. Anisman is great.

UofU Patient August 23, 2014
The doctor was late but very considerate once he was in the room. I felt he took extra time to answer my questions.

University of Utah Health Care

- First to market with displaying their Physicians' Press Ganey scores on their site's Physician Directory
- Service Excellence team manually updates the reviews to a master physician database weekly
- Only reviews with PHI and blatantly defamatory (unrelated to medical service) are removed
- Displays an average score from '1-5' for each question and physician
- Only displays when a physician has 30+ reviews
- Reviewers names are not displayed

Review Comparison

Sara Benveniste, MD

CG-CAHPS data:

- 4.6 out of 5 star rating
- 170 ratings

Healthgrades:

- 3.3 out of 5 star rating
- 7 reviews

Yelp:

- 3 out of 5 star rating
- 12 reviews

Vitals:

- 4 out of 5 star rating
- 1 review

dr sara benveniste

Web Images Videos News Shopping More Search tools

About 41,700 results (0.41 seconds)

Dr. Sara E. Benveniste, MD
<https://plus.google.com/113182136939881853164/about?gl=us&hl=en>
Google+ page · Be the first to review

7210 Roosevelt Way NE, Seattle, WA 98115
(206) 522-2314

Sara E. Benveniste, M.D. - Swedish Medical Center
www.swedish.org/physicians/sara-benveniste · Swedish Medical Center · Philosophy of Care. Dr. Benveniste enjoys providing quality evidence-based care to patients of all ages with emphasis on preventative care. Personal Interests.

Dr. Sara E. Benveniste, MD - HealthGrades
www.healthgrades.com · Washington (WA) · Seattle
★★★★☆ Rating: 3.3 - 7 votes
Visit Healthgrades for information on Dr. Sara Benveniste. Find Phone & Address information, medical practice history, affiliated hospitals and more.

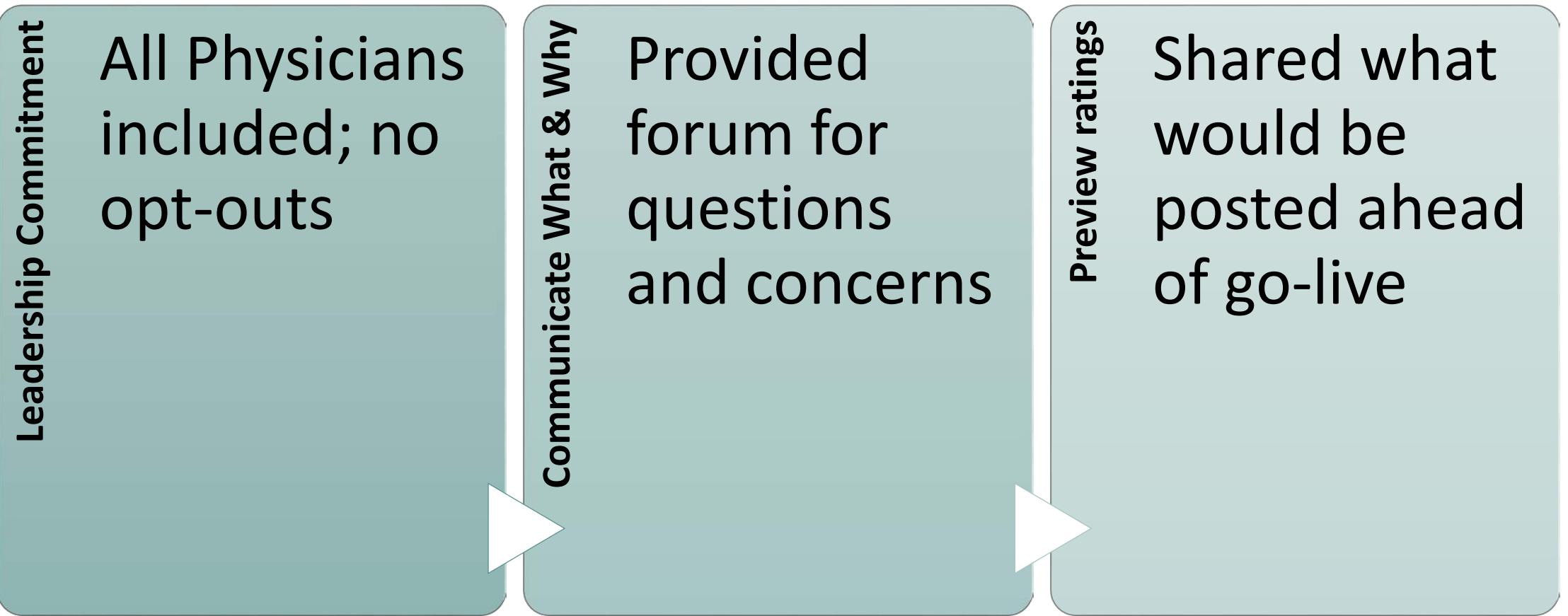
Swedish Physicians Greenlake Clinic - Roosevelt - Seattle ...
www.yelp.com · Health & Medical · Medical Centers · Yelp
★★★★☆ Rating: 3 - 12 reviews
I very much like my doctor Sara Beneviste so far. Dr. Benveniste informed me that there was "not enough time" in this visit to cover those questions, and that if I ...

Dr. Sara Benveniste, MD - Family Practitioner in Seattle, WA ...
www.vitals.com · Find a Family Doctor · WA · Seattle Family Physicians
★★★★☆ Rating: 4 - 5 votes
Dr. Sara Benveniste, MD, Patients' Choice Award, On-Time Doctor Award, rated 4/5 by patients. 5 reviews, Phone number & practice locations, Family ...

Implementation Strategy



Physician Leadership & Buy-In



Physician Response

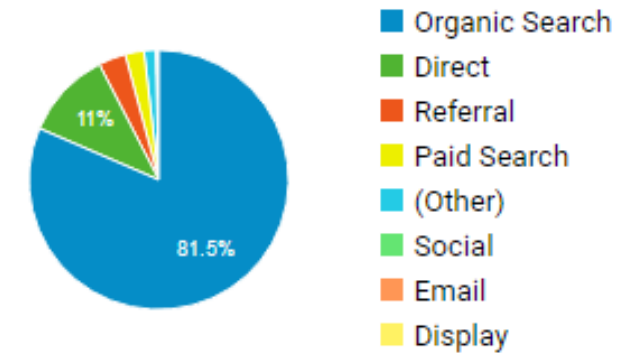
- Experienced robust debate and dialogue – both for and against
- Concerns included:
 - Publicly posting low ratings
 - Publicly posting negative comments
 - Impact of one unhappy patient
 - Value to patients

Results & Impact

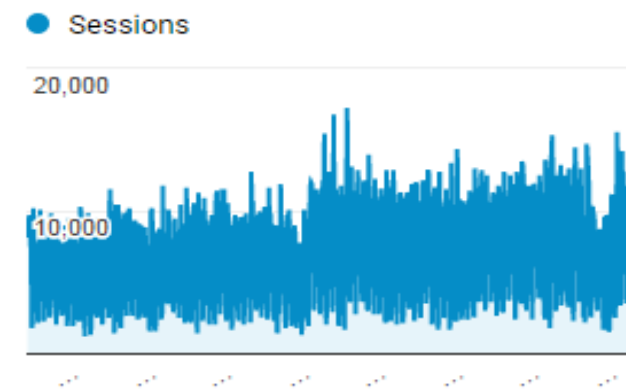
Website Analytics

- 81.5% of provider directory hits now comes from organic search
- Steady increase in provider profile sessions following search optimization and launch of ratings and comments
- Search optimization has increased impressions and ranking, ratings and comments have increased click through rates by 98%

Top Channels



Sessions



Web Traffic

29%

increase in page views for specialty care providers *with* star ratings

25%

increase in page views for primary care providers *with* star ratings

Average increase in page views for all doctors = 5%

Consumer Feedback

How helpful are the star ratings in selecting a provider?

Rating - 400 Answers - 400 Responses

4.4

Average

OPTION ▾	# ◀	% ◀
1	26	6.5%
2	4	1%
3	21	5.3%
4	83	20.8%
5	266	66.5%

Usabilla Survey – September-December 2016

Consumer Feedback

How helpful are the patient comments in selecting a provider?

Rating - 204 Answers - 204 Responses

4.4

Average

OPTION ▾	# ◀	% ◀
1	10	4.9%
2	4	2%
3	16	7.8%
4	40	19.6%
5	134	65.7%

Usabilla Survey – September-December 2016

Consumer Feedback

The numerous ratings provide a good representation of the doctor

It is nice to have some comments and perspective about a physician when I don't have a referral to go off

Being new to the area we have no other source of information about the doctors

Consumer Feedback

Won't let me rate my doctor, thus the results are skewed

Negative comments, yet 5 stars?

Had a bad experience with a doctor who had a high rating and was rude; cost me a lot of money for nothing

Key Learning

Physician Leadership Critical

- Would not have been possible without physician leadership support
- Include all physicians – specialists and primary care – No opt outs!
- Stand firm in not removing negative comments – affects credibility
- Physicians monitor comments and behavior change has occurred

Operational Considerations

- Manual comment review has become a resourcing issue
 - Under-estimated the manpower impact, as it grew slowly over time
- Requires strong partnership with compliance and privacy team
- Pair with comprehensive search optimization strategy for best results

Questions?

Karina Jennings

karina.jennings@providence.org

425-687-3702

Sunita Mishra, MD

sunita.mishra@providence.org

206-991-2044

Appendix

Comments – OK to Keep

- Distance from the office, name of the city the patient lives in
- Reference to family members (e.g. spouse, brother, sister, etc.) as long as names aren't mentioned
- Waiting room/receptionist experience as long as names aren't mentioned
- Condition with the year diagnosed – only if common, otherwise flag
- Locations of other doctors (PCP in Bellevue, Specialist in Issaquah)
- Physician name (Not first name only, as this could be the name of someone other than the physician)
- Year of diagnosis

Comments – Need to Review or Edit

- Names of staff (receptionist, assistant, etc.)
- Name of a very rare condition – flag for review by compliance
- Comments that refer to the survey
- Illogical statements
- Comments that do not refer to the physician (e.g. This is my dermatologist, not my PCP)
- “N/A”
- Remove sections of comments that don’t make sense but keep the relevant parts – will replace some text with (...)
- Comments about physician PHI – these will be up to the individual physician as some might be OK – flag for review
- Comments that are actually questions (e.g. How do I find out my lab results?)
- References, by name, of another physician
- Accusatory comments (e.g. I think this is overbilling). Any comments that could be questionable are reviewed direction
- Reference to an insurance company name/info
- Reference to an employer