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

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

Providence Health & Services
Oregon
Providence Health Plan

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

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 ADMISSIONS
- $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.
Technology Solution

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

Press Ganey collects survey data → Binary Fountain gets data monthly from Press Ganey → Binary Fountain platform creates star rating → Reviewers go into Binary Fountain to approve, edit or reject comments → Physician profiles updated through data exchange
How it looks online
How it looks online

Reviews

** PATIENT RATINGS AND COMMENTS **

The Patient Rating score is based on responses given during the DAHPH Patient Experience Survey. Responses are measured on a 5-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
  Sweden Patient

- **Very good.**
  11/01/2016
  Sweden 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
  Sweden Patient

- **Dr. Moore is awesome - easy to talk to, positive guy.**
  10/23/2016
  Sweden 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
  Sweden Patient

- **My lower confidence in the provider is not a personal thing, it's that I'm beginning to have difficulty trusting GPs in the same way I have...**
  10/11/2016
  Sweden Patient
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
Description: 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
www.webmd.com/.../Ruth-Fischer-Wright-Dr-MD
Dr. Ruth A. Fischer-Wright, MD specializes in Family Medicine with a focus on Family Medicine in Lake Oswego, OR. Dr. Ruth A. Fischer-Wright, MD earned an MD from the University of Washington School of Medicine and completed a residency at Oregon Health & Science University.

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

- 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
Implementation Strategy
Physician Leadership & Buy-In

Leadership Commitment:
All Physicians included; no opt-outs

Communicate What & Why:
Provided forum for questions and concerns

Preview ratings:
Shared what would be posted ahead of go-live
Physician Response

• Experienced robust debate and dialogue – both for and against

• Concerns included:
  o Publicly posting low ratings
  o Publicly posting negative comments
  o Impact of one unhappy patient
  o Value to patients
Results & Impact
Website Analytics

- 81.5% of provider directory hits now come 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%
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

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<td>66.5%</td>
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Average 4.4

Usabilla Survey – September-December 2016
Consumer Feedback

How helpful are the patient comments in selecting a provider?

Rating - 204 Answers - 204 Responses

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<tr>
<td>5</td>
<td>134</td>
<td>65.7%</td>
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</table>

Average: 4.4

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
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
  o 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?

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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