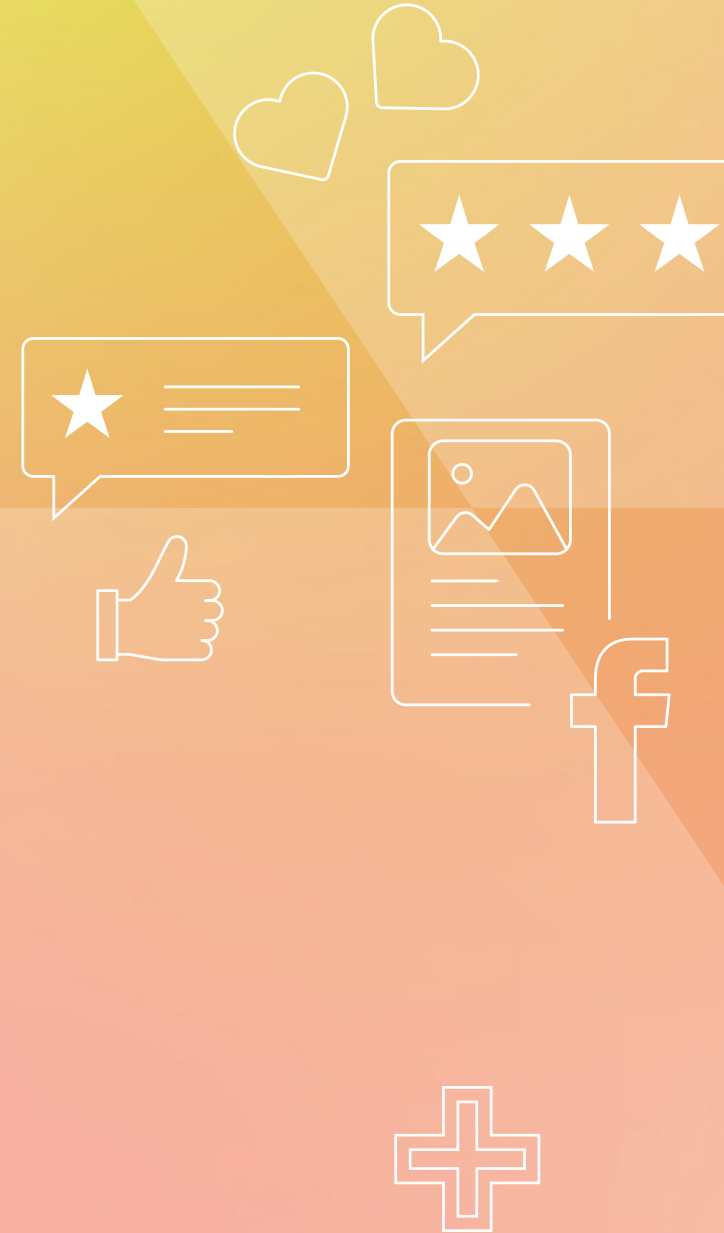# The Healthcare Online Reputation Management Guide

Reputation

Improving Your Brand Performance with Reputation Management

In today's landscape, consumers are increasingly initiating their buying journey online, which means that you no longer have direct control over your initial impression. Furthermore, your first impression is no longer solely influenced by your organization alone; it is now compared side by side with your local competitors.

According to a recently conducted Reputation survey of consumers, 86% of patients say they read online reviews, and 73% of those consumers demand a minimum star rating of four stars... By encouraging patients to share ratings/reviews, healthcare organizations can glean insights at the brand, location and provider levels, improve online ratings, drive SEO and online visibility and ultimately bolster their overall brand reputation. By encouraging patients to share ratings/reviews publicly, healthcare organizations can improve ratings, visibility on Google along with other online directories and ultimately bolster their overall reputation. But healthcare organizations need to proceed thoughtfully to set themselves up for success.

Our guide provides some essential tips based on our client work.

1   The 3 Essentials for ORM success

2   Get the Team in Place

3   Get Stakeholder Buy-in

4   Execute on Your ORM Program

5   Identify Key Metrics to Measure Success

The 3 Essentials For ORM Success

The premise of this guide is that managing your reputation online effectively requires a healthcare organization to do three things well:

1 **View online reputation as more than review management.** If consumers cannot find you, they cannot become patients and provide valuable feedback. By effectively managing your online reputation you can boost your online visibility and boost search rankings, across publishers like Google, which dominates the world of online search. Throughout this guide, we discuss the role of building visibility through online business listings, for example, Google business profiles.

2 **Ask for reviews and respond to them.** Asking for reviews activates the "silent majority" of patients who are satisfied with your services but won't comment about their experience unless they are asked to do so. When you encourage patients to leave a review and make it an easy process to leave feedback, your share of positive reviews will increase.

3 **Act on feedback by improving all aspects of your operations.** Consumer feedback is the most direct form of input that a healthcare organization can receive. Applying lessons learned from patients will ultimately lead to better care, which creates a virtuous circle of receiving even higher ratings and attracting more patients. As we discuss in this guide, healthcare organizations can deliver service recovery in real-time when a patient goes online and comments on the care they are receiving, and they can also make longer-term strategic improvements.

The key is for healthcare organizations to constantly monitor the vast amount of public feedback patients provide and wed it with private surveys to get a complete 360-perspective. This guide focuses on managing public feedback effectively. **Let's get started!**

01 Get Your Team in Place

Setting yourself up for success starts with how you establish your team. The answer depends on the size and complexity of your organization.

• **In smaller organizations,** a team might consist of a single person focused on duties such as review requesting, responding and updating business listings - while juggling other non-reputation related tasks and duties. It is critical for these small teams to leverage cross departmental relationships to help supplement the work. For example, requesting local practice managers to use an approved set of responses to respond to reviews for their clinic and providers.

• **In larger organizations,** marketing departments may have the resources to create a single role dedicated solely to online reputation management. In addition to other roles, like a social media manager who can aid in social response or a data analyst who can support with metrics and reports.

What is the best team structure? The answer depends on what works best for your organization. No matter the size, we recommend working closely with your patient experience, clinical and operational teams to aid in service recovery and patient improvement opportunities.

Based on our experiences, we suggest:

★★★★★ April 27

Caring and compassionate

Staff took their time to examine my ear, relieve my problem, and make me feel so much better.

Reputation

TIP 1: Distribute the Work

Effective online reputation management in healthcare requires a well-coordinated team (however large or small) approach to ensure that all aspects of digital presence, from listings to reviews, are handled well.

To achieve this, a healthcare organization should think in terms of **resource sharing, with assigned roles and responsibilities that complement each other.** Here's one way to distribute the workload:

Potential Tasks Shared by a Team

- **Data reporting and analytics:** reporting, analytics, and maintaining data integrity. Data used for decision-making must be accurate and reflective of current trends and feedback.

- **Review monitoring:** monitoring all online reviews across various platforms, including Google, online directories, and social media channels. This task involves not just tracking feedback but also understanding community responses and engaging with them appropriately.

- **Physician marketing:** focusing on the details of physician marketing, troubleshooting inconsistencies and changes in listings or public-facing information. This is crucial for ensuring an open line of communication between those who are managing a healthcare organization's reputation and those who are providing care.

- **IT support:** integrations for review requesting and business listings are key to an automated and efficient program. Align the management of online listings with the healthcare organizations website and automate feedback requests by integrating with your EHR/EMR.

- **Digital marketing:** providing support with listing details, post updates, photo management, and optimization of Google profiles. Ensuring accuracy and completeness of business listings to improve online visibility.

→ **By defining clear responsibilities,** healthcare organizations can ensure a cohesive strategy where each team member plays a vital part in maintaining a positive and accurate online presence.

TIP 2: Supplement the Team with an Outside Partner

A team can benefit from an outside partner to manage the heavy lifting of review requesting/responding and listing management, especially with a single platform that manages crucial functions such as notifying your team when a negative review requires immediate action.

Depending on the scope and segmentation of a provider's platform and services, a team and their partner may collaborate on aspects of reputation management ranging from review requesting to listings updates.

We recommend that your team establish regular touchpoints with the external partner to ensure that the reputation management activities align with the healthcare organization's overall objectives. This collaboration should include shared access to metrics and analytics to measure the impact of the efforts on the healthcare organization's reputation. We also recommend that you establish a feedback loop where insights gained from review interactions are shared with the external partner. This can help in refining tactics for responding to reviews and adjusting listings to better reflect the services and brand promise of your healthcare organization.

An external partner with a unified platform can help with the heavy lifting around:

- Review requesting

- Review response

- Business listings management

- Data analytics

TIP 3: Use Automation

These days, there is a lot of discussion about automation being an either/or decision: either you rely on people or you automate. **Actually, you can and should do both!**

- **An automated review requesting strategy** can help your team by taking burdensome, routine tasks off their hands so that they can focus on more strategic work such as managing the consumer journey.

- **Ensuring you are maintaining a balance** between automated review requesting and human intervention.

- **Monitor the performance of automated requesting/replies** and regularly assess their impact on brand perception and consumer satisfaction. This allows for adjustments and personalization when needed to maintain a genuine connection with patients.

02 Get Stakeholder Buy-in

Your core team manages the day-to-day duties of online reputation management. But you also need advocacy from your extended team of key stakeholders to make your program succeed.

Healthcare marketers need to coordinate with many stakeholders — ranging from the C-suite to operational leaders responsible for implementing strategic improvements.

A proactive approach to stakeholder management is the key.

TIP 1: Get Stakeholder Involvement Early on and Find Your Champions

When you build a reputation program, it is important to solicit stakeholder involvement early on.

- **Key stakeholders can include** IT, patient experience, marketing, and operational teams. Share why you're prioritizing online reputation performance and how your program is going to benefit them and their department — and how it's going to help them reach their business objectives. As you work with cross functional groups, identify your champions and lean on them for feedback and advocacy.

- **There are going to be people across the organization who intuitively understand the value of online reputation performance,** whether they are operational leaders who want to make their clinic or their hospital the best possible, or whether they are key physicians who just really value and understand the benefits that online positive reviews have.

- **Physicians can be incredibly vital to your efforts.** Physicians who recognize the importance of reviews and accurate listings can act as a champion and inform other healthcare providers and leaders within the organization about their value.
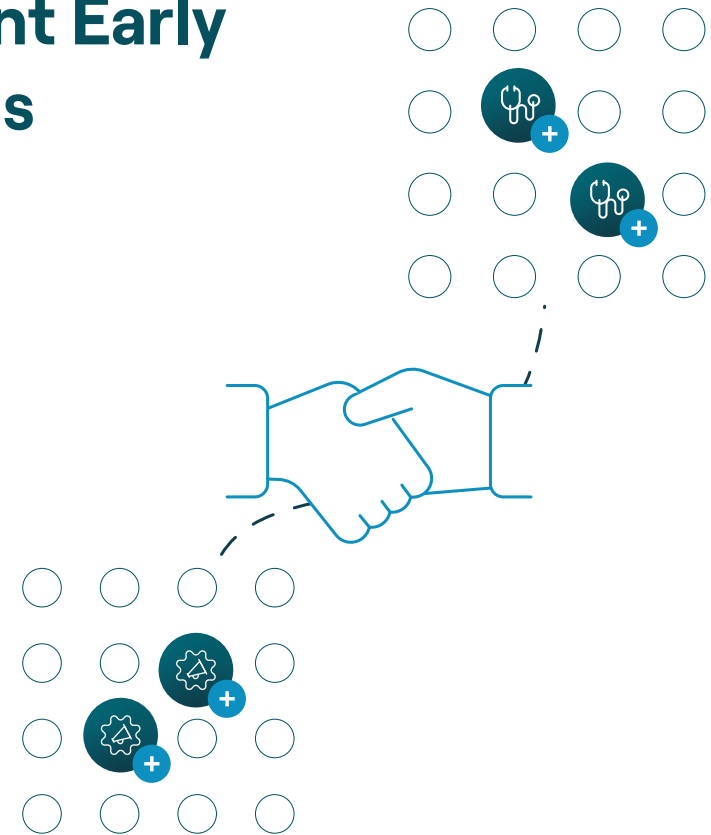
→ **Physicians' role is crucial in obtaining the necessary resources** for investing in reputation management tools. For physicians, business listings and reviews hold personal significance, as they directly relate to their professional identity.

TIP 2: Launch a Pilot Program for Review Requesting

Nothing resonates like success! When stakeholders see positive outcomes early on, they are going to feel more committed to adopting a sustained reputation management program. This is especially true of anyone who might be reluctant to adopt new initiatives and processes.

- **We suggest implementing a pilot program that focuses on review requesting,** which is a great way to show the benefits of building your online reputation.

- **You can also start small by focusing on a specific service line** in your pilot program as you build your proof of concept.

- **When you launch a review requesting program,** you are going to get a slew of positive feedback, online reviews and an increase in your star rating. You will see almost immediate change. As a result, you will stand a greater chance convincing your colleagues, who might be hesitant about embracing an online reputation performance program, of its benefits and effectiveness.

- **Your key stakeholders will likely respond enthusiastically to an uptick of positive reviews** and will want to help address any pain points uncovered through feedback in order to improve the consumer journey.
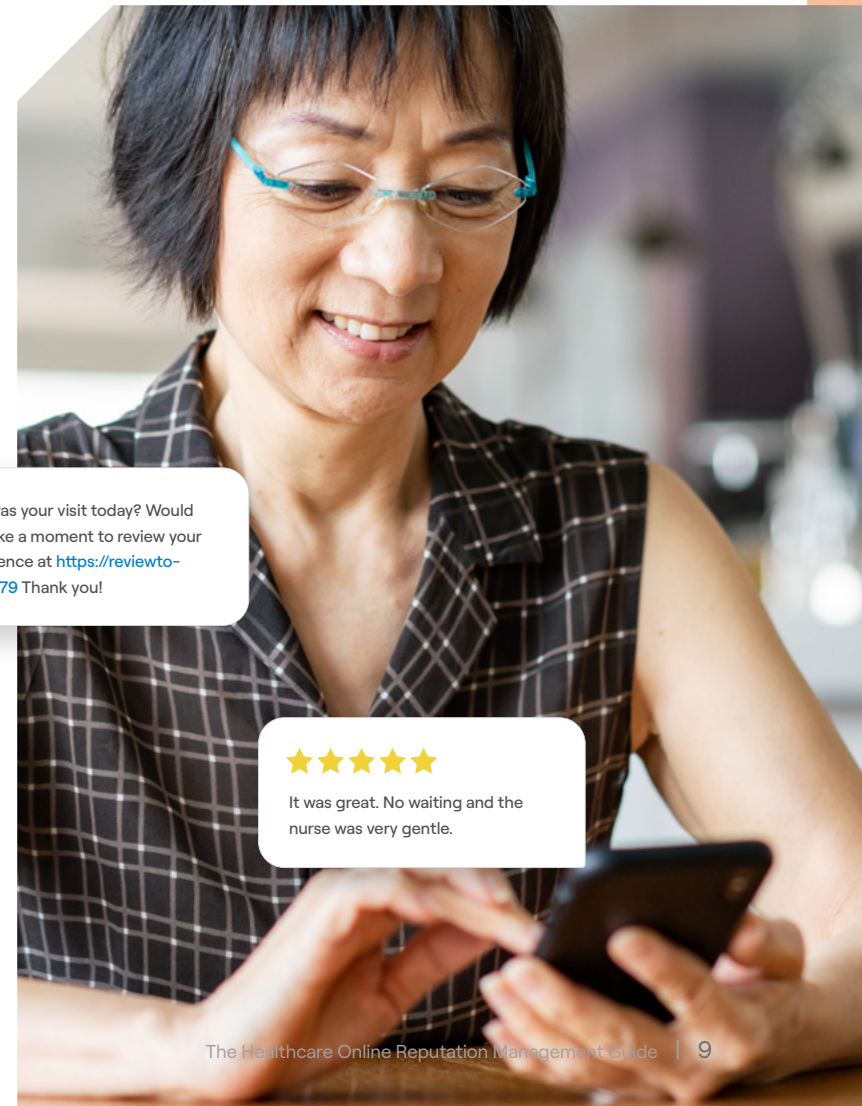
How was your visit today? Would you take a moment to review your experience at https://reviewto-day/1779 Thank you!

★★★★★

It was great. No waiting and the nurse was very gentle.

Reputation

# TIP 3: Share positive results across the organization

As healthcare organizations continuously improve the consumer journey, it's important to uncover and address issues that patients bring to them.

- **Celebrate success:** As important as it is to identify opportunities for improvement, it is equally as important to share the positive patient feedback and celebrate successes.

- **Build credibility:** Celebrating your organization and employees through the lens of positive patient feedback will also help to build your online reputation program's credibility.

Customer Success Stories

Intermountain Health

Reputation helped Intermountain Health **see a 156% increase in review volume** year over year and a 3.7 to 4.5 star rating increase in the first month.
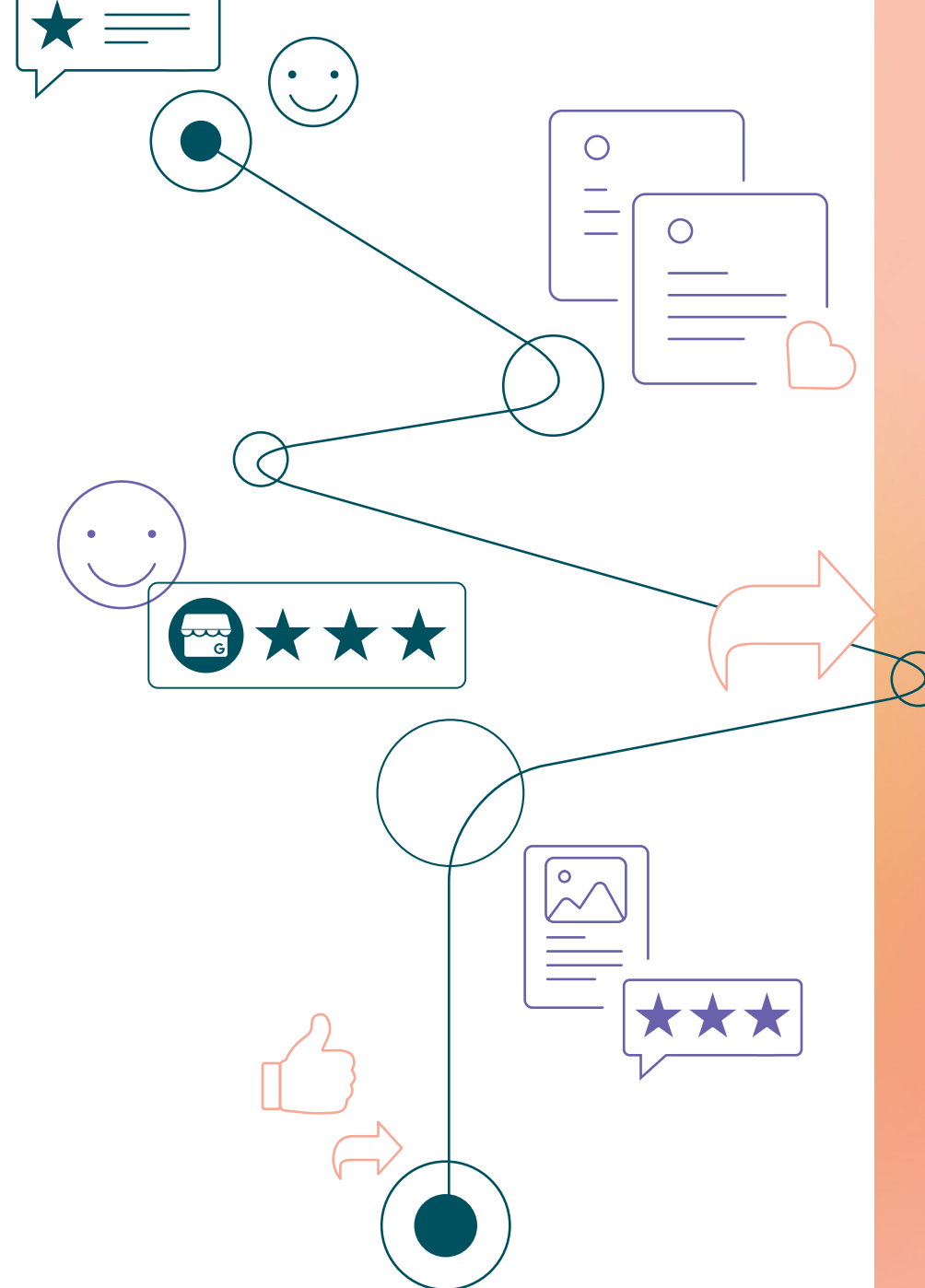
Reputation

03

Execute on Your ORM Program

With an online reputation management program, you can drive leads, gain valuable insights into consumer sentiment, and boost your local social media marketing efforts. So, with your teams in place and stakeholders engaged, it's time to execute your program. **Let's go!**

TIP 1: Streamline Your Automated Review Requesting Program to Drive Leads

It can seem daunting to launch review management. Yes, success means pulling in more reviews, responding to them, building up your review volume, and improving your sentiment. We recommend integrating with your current systems to streamline and automate the review requesting process.

Integrating with your current system (e.g., EHR/EMR, CRM, billing) creates a seamless and low-effort automation of review requesting. For instance, you can set up an automatic review request with patients via SMS or email (using templated language), and your team can track which patients have been solicited for a review for which physicians.

Increase in positive reviews will boost online visibility

86%
of consumers read online patient reviews

73%
of consumers demand a minimum star rating of 4 stars

→ **By sending the request for a review, you'll increase your share of positive reviews** (because of the "silent majority" effect) and ease up the workload for your reputation management team.

An increase in positive rankings will also boost your online visibility and drive more leads as 86% of consumers read online patient reviews, and 73% of those consumers demand a minimum star rating of 4 stars to even consider engaging with a provider.

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TIP 2: Analyze and Action the Feedback with Internal Teams to Understand Consumer Sentiment

Analyzing and sharing the feedback with internal teams via notifications and reports ensures that everyone gets the information they need and can begin service recovery and review responding – sometimes right away even as a patient is in the waiting room, for example... This can be done in many ways, but we recommend having a review response strategy as part of your online reputation program.

- **A review management program offers significant advantages** for healthcare organizations in efficiently addressing feedback and concerns. By using immediate notifications, healthcare organizations can swiftly respond to reviews, enhancing patient satisfaction and improving service quality.

- **One of the primary benefits of such a program is the rapid response capability.** When a review is submitted, especially a negative one, the appropriate team(s) can be instantly notified. This prompt alert system enables them to address the issue quickly, often before it escalates. For instance, a patient might be venting about a lengthy ER wait time or not having enough blankets in their room. A specialist who receives a notification can address the issue on the spot.

- **Review management programs are not just about responding to reviews but also about service recovery and continuous improvement.** The ability to quickly address and resolve issues often leads to improved online reputations.

→ **Patients who see their concerns addressed promptly might even update neutral or negative reviews and improve their ratings.** This not only reflects well on the healthcare organizations but also can influence the decisions of potential future patients.

The versatility of notification delivery methods, including both email and SMS, ensures that healthcare organizations are alerted promptly, regardless of their location or activity. This flexibility is crucial in a healthcare setting, where timely responses can directly affect care and satisfaction.

Reputation

04
Identify Key Metrics to Measure Success

Measuring success not only builds confidence in your stakeholders but also creates a benchmark for knowing how to effect long-term improvements that build your reputation.

When identifying key metrics, we typically start with organizational goals. Are they around brand perception or around increasing patient volume? And from there we determine online reputation-specific goals to support your organization's business objectives.

The key is to identify the right metrics and continuously monitor them.

TIP 1:

Continuously Monitor and Adjust KPIs and Goals

Continuously monitoring and adjusting key performance indicators (KPIs) and goals means tracking specific metrics that are important to your consumers and making operational changes as needed to improve performance. One example of a key KPI to track is online reviews.

- **One of our clients, Wilmington Health, uses Reputation to track online reviews and identify areas where they can improve.** The client used to focus on their overall average rating, but realized that it was getting very difficult to improve on their already high score. So, the team decided to change their focus to improving the percentage of listings with a four-star or better review.

- **Wilmington Health also tracks online listings accuracy and performance.** They want to make sure that their listings are accurate and up-to-date, and that they are getting good impressions and actions. The client has seen a significant increase in actions taken on their listings since they started focusing on these metrics. **By continuously monitoring and adjusting their KPIs and goals, our client is able to improve the patient experience and deliver better care.**

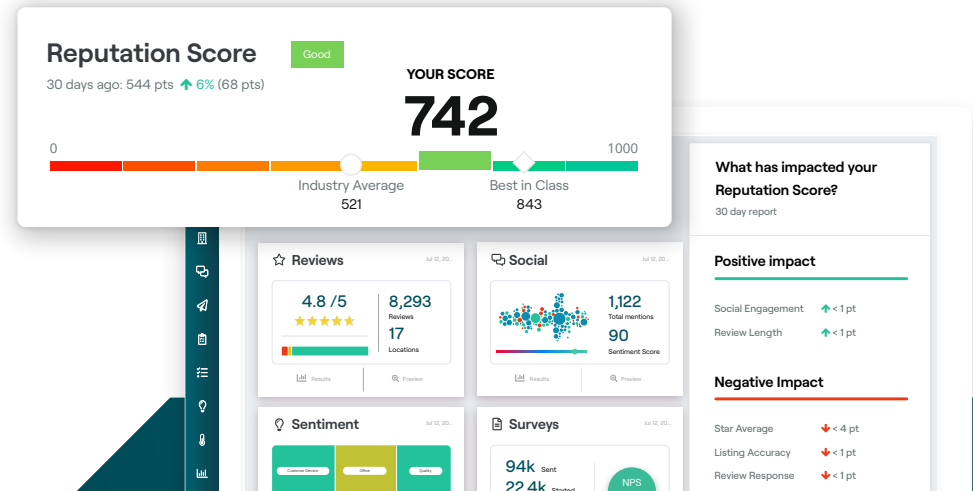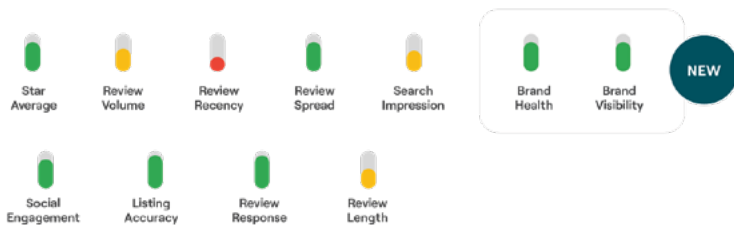## To implement continuous monitoring and adjustment of KPIs and goals, healthcare organizations should:

1. Identify the KPIs and goals that are most important to your consumers and organization. This may involve surveying patients and staff, or benchmarking against other healthcare organizations.

2. Collect data on your KPIs and goals on a regular basis. This data can be collected from a variety of sources, such as patient satisfaction surveys, clinical outcomes data, and financial data. Reputation's platform can help you here.

3. Analyze the data to identify areas where you can improve. Look for trends and patterns in the data to identify areas where your organization is not meeting its goals. With Reputation's reporting dashboards, you can aggregate your most critical KPIs into a single dashboard and automatically send scheduled reports to key stakeholders to keep your entire team up to date on metrics that matter.

4. Develop and implement improvement plans. Once you have identified areas for improvement, develop and implement plans to address them. These plans should be specific, measurable, achievable, relevant, and time bound.

5. Monitor and evaluate the effectiveness of your improvement plans. Once you have implemented your improvement plans, monitor and evaluate their effectiveness to ensure that they are making a difference. Keep an eye on the reporting dashboards to track week over week, month over month and year over year improvements!

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TIP 2: Use <u>Reputation Score</u> to Understand Consumer Sentiment

Reputation Score is the leading metric of a healthcare organization's true reputation.

To calculate Reputation Score, Reputation leverages AI to dig into publicly available data across the web. Then we assess your business's performance across important online areas like your visibility, engagement, and sentiment.

- **We roll up all those factors into a single, easy-to-understand metric** that provides a comprehensive check of your reputation.

- **In one glance,** anyone in your business can learn what affects your score, why your business is leading or trailing your competition, and how to improve.

- **Elite organizations** achieve scores of 800 or above – what we call the 800 Club.

Reputation Score

	Good
30 days ago: 544 pts ↑ 6% (68 pts)	

YOUR SCORE
742

0 — 1000
Industry Average 521 | Best in Class 843

Reviews 4.8 /5 ★★★★★ 8,293 Reviews 17 Locations

Social 1,122 Total mentions 90 Sentiment Score

Sentiment

Surveys 94k Sent 22.4k Started NPS

What has impacted your Reputation Score?
30 day report

Positive impact
Social Engagement ↑ < 1 pt
Review Length ↑ < 1 pt

Negative Impact
Star Average ↓ < 4 pt
Listing Accuracy ↓ < 1 pt
Review Response ↓ < 1 pt

→ **Our clients rely on Reputation Score as a benchmark for knowing how to improve the essential elements of reputation building, ranging from star rankings to review volume.**

It's also a way to celebrate achievements. We have clients who rely on the 800 Club as a milestone to call out their highest performing locations and teach other locations how to improve. The score is an actionable metric that gives both locations and physicians clear direction on how to improve.

TIP 3: Automate Reports and Dashboards

Automated reports and dashboards can save healthcare organizations a significant amount of time by automating the process of collecting, analyzing, and reporting on online reputation data.

- **This data can include metrics such as review volume, positive and negative sentiment, average ratings, and patient comments.** They can also help healthcare organizations to be more efficient in their online reputation management efforts. That's because they provide a centralized view of all online reputation data.

- **But not everyone in your organization needs the same level of detail,** and the data you get from reports needs to be acted on in order to be useful. We suggest that you set up automated reports and dashboards for different stakeholders. Executives, practice leaders, and other stakeholders may need different levels of detail in their reports and dashboards.

- **Also, review your reports and dashboards regularly.** Don't just set up automated reports and dashboards and then forget about them. Review your reports and dashboards regularly to track your progress and to identify areas where you need to improve. Along the same lines, share your reports and dashboards with others. Sharing your reports and dashboards with executives, practice leaders, and other stakeholders can help to create a culture of accountability and ensure that everyone is working together to improve the consumer journey.
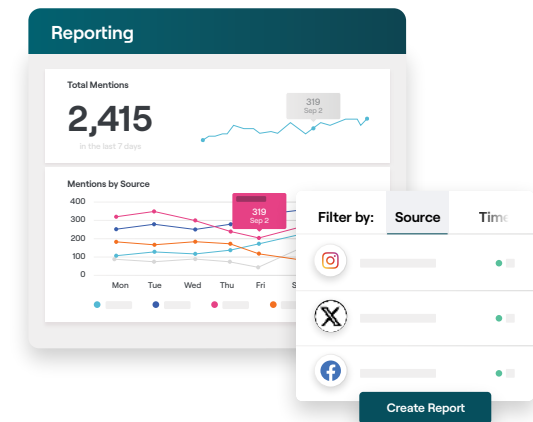
→ **Now, here's where everything we've discussed in this guide comes together:**

Once you have a process in place to collect feedback data, and a team to manage feedback solicitation, responses and service recovery — automated reports and dashboards help everyone know exactly what they need to do in order to build long-term reputation.

Let data drive your decisions. And let your patients be the primary source of your data.

Reputation

Ready to build a reputation that performs?

→ <u>Contact us. We can help.</u>

About Reputation

Reputation is the only platform that manages consumer feedback from acquisition to loyalty. Functioning as a business' eyes and ears in the spaces where customers talk, post, review, and recommend, Reputation analyzes vast amounts of public and private feedback data to uncover predictive insights for companies to act on and improve the customer experience. Backed by Marlin Equity Partners, Bessemer Ventures, and Kleiner Perkins, Reputation turns consumer feedback into fuel to grow businesses around the world. Visit <u>reputation.com</u> to learn more.

Reputation