



# THE JOURNEY TO TRANSPARENCY

*Best practices for implementing transparency for small, medium and large health care organizations*

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# COMMIT TO FULL TRANSPARENCY

Your current and prospective patients are online today making choices about whether to stay with their physician or see a new one based on patient feedback from rating and review sites like Yelp, Healthgrades, Vitals and hundreds of other sources.

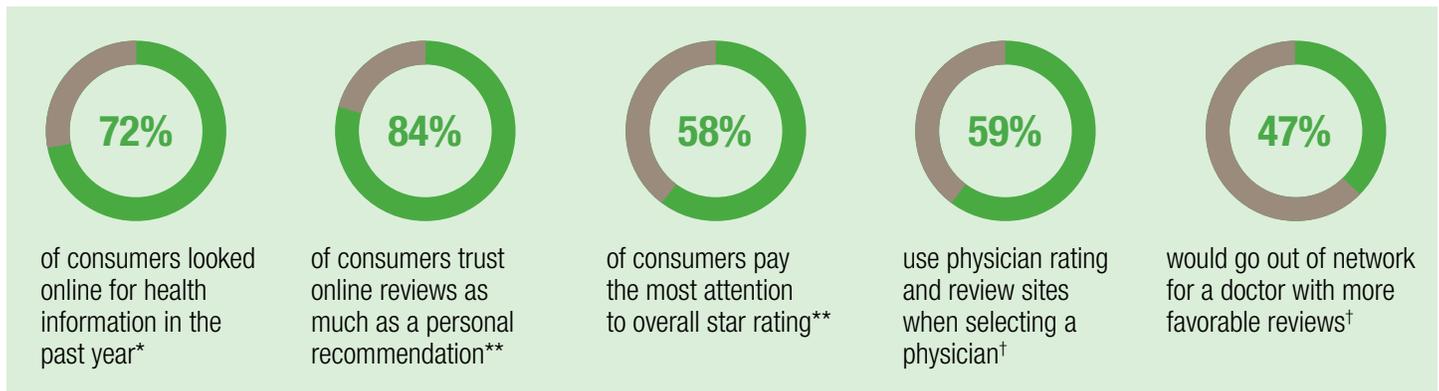
Health care organizations do not have control over reviews posted to these sites and typically can't verify if the reviewers were actual patients. To effectively guide and inform patient choice, health care organizations are now taking their own patient survey data and committing to full transparency by publishing both positive and negative reviews on their physician profile pages.

Transparency builds trust with prospective patients, improves patient acquisition and strengthens consumer perception of your brand image. The quantity and freshness of the content also enhances search engine optimization (SEO), and helps drive consumers to your organization's site over third-party review sites.

Implementing transparency will allow health care organizations and physicians to see what their patients are saying and help physicians make any necessary improvements in their patient care.

One client has seen an average of 18 reviews per physician viewed by online users.

## Patients as Health Care Consumers



\* PewResearch Center, Health Online 2013

\*\* BrightLocal, Local Consumer Review Survey 2016

† Software Advice, How Patients Use Online Reviews 2016

According to a study by Northwestern University's Spiegel Research Center, consumers perceive ratings closer to a 5.0 star rating as too good to be true.

Though it may seem counterintuitive, publishing negative reviews along with positive reviews helps establish trust and authenticity.

## Star Ratings Benefits



### Greater Online Presence

Your physicians are better represented online with greater volume of patient feedback. On average, physicians have five reviews across online review and rating sites. Our clients average over 50 reviews per physician directory page.



### Leverage Patient Survey Data

Publish patient verified rich survey data to physician pages on your web site to provide consumers with credible reviews that can help inform decision making when selecting a physician.



### Improve Search Engine Optimization

Have control over what is being said about your brand by driving more traffic to your physician pages over third-party review and rating sites.



### Gain Consumer Trust

Capture consumer trust and improve patient acquisition and retention.

# BEST PRACTICES FOR IMPLEMENTING TRANSPARENCY

Implementing transparency requires organizations to have the right people and resources, physician buy-in and organizational processes in place for successful implementation.

## PEOPLE & RESOURCES



The **Executive Leader** is typically a member of the patient experience or marketing team who will make decisions for the organization even after the solution is fully launched. Leads the organization's transparency effort and plays a major role in defining the organization's star rating methodology and workflow processes.



The **Transparency Champion** is responsible for making sure everyone in the organization is on the same page, including the physicians. Works to ensure physicians are comfortable with the survey data that will be published on their physician pages. This person is often a physician or marketing leader.



The **Review Committee** is responsible for approving all reviews and responding to any appeals. Typically consists of two to three marketing or patient experience team members.



**Press Ganey** delivers, high-quality survey data to support the organization's programs and ensures the reliability of this data through a defined set of criteria.



The **Web Service Provider** is responsible for leading the development and design effort for the organization's physician pages. Will work mainly with the organization and Binary Fountain for the API credentials and parameters.

The Customer Success Team will work with your organization to provide implementation best practices.

## PROCESSES



Define how the transparency model will be rolled out for your organization. Organizations will need to define how reviews will be approved. We recommend creating a review committee to streamline the process and to ensure that each comment is reviewed twice before being published online. If the organization implements an appeals process, decide who will be a part of the reviews process.

## PHYSICIAN BUY-IN



The transparency champion will be in charge of gaining physician buy-in. We recommend that the champion educate physicians and other department/specialty heads on the benefits of posting verified patient comments. The transparency champion can also explain to physicians how they will be given a voice through the appeals process. Often, organizations have a "soft launch" so physicians can see internally what their physician pages will look like before the content is live and available to the public.

# SIMPLE & SEAMLESS IMPLEMENTATION

A member of the Customer Success Team will be with you every step of the way to ensure a smooth and streamlined implementation process.

Binary Fountain will coordinate with your web service provider to set up the process that will add star ratings and comments to your website. We will also work with your survey provider to establish a secure data transfer.

As part of implementation, a client administrator from your organization will approve all users before they are granted access.

After your data is loaded into our platform and quality checked, your organization can begin leveraging the online platform to review, approve and publish patient feedback to your website.

## Implementation Key Tasks and Timeline

Task	People	Deliverables
<b>Implementation (2-6 Weeks)</b>		
<b>Kickoff Meeting</b>	You, Press Ganey Account Team, Binary Fountain Onboarding Specialist, Web Service Provider	Review Readiness for Transparency, Confirm Ratings Questions, Confirm Comments for Import
<b>Survey Assessment</b>	You, Press Ganey Account Team, Binary Fountain Onboarding Specialist	Review Survey File Format
<b>Complete On-boarding Worksheet</b>	You, Binary Fountain Onboarding Specialist	Completed Onboarding Document
<b>Securely Provide Surveys</b>	You, Press Ganey Account Team, Binary Fountain Onboarding Specialist	Confirm FTP Credentials, Approve Survey File Format
<b>Prepare for Implementation</b>	You, Web Service Provider, Binary Fountain Onboarding Specialist	Provider Page Mock Ups, API Document Acceptance
<b>Training</b>	Binary Fountain Onboarding Specialist	Online Client Training
<b>Launch (2-4 weeks)</b>		
<b>Review Initial Comments</b>	You	Approved Comments for Public Display
<b>Go Live: Reviews Populated on Website</b>	Web Service Provider	Provider Ratings and Comments Shown on Provider Pages

Leveraging patient survey data, organizations have three different options for presenting star ratings and comments on physician pages. Press Ganey works with organizations to see which option is the best fit.

**\*For accurate representation of physicians, we recommend that each physician has a minimum of 30 ratings on a trailing 12-month basis.**

**1. Overall Satisfaction Rating:** Display an overall rating calculated from survey questions. Organizations typically use a mean average of the questions within the care provider section. The satisfaction rating displays in two ways on the physician page:

1. As an aggregated, overall score for all survey data during a 12-month period
2. Next to each individually approved comment as the satisfaction rating for that particular patient survey



PRINT PDF

Michelle Bonta, M.D.  
Dermatologist



ACCEPTING NEW PATIENTS

Patient Rating 4.8 / 5  
227 Ratings • 57 Comments

Biography & Education

Care Locations

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## Patient Ratings and Comments

About Our Survey

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.

4.8 out of 5 (227 Ratings, 57 Comments)

07/27/2016

delight to visit Dr. Bonta staff and reception first class in this office.

Providence Health & Services Patient

07/24/2016

Dr. Bonta is fantastic!

Providence Health & Services Patient

07/16/2016

Dr. Bonta is very quick to take care of my skin needs and do what is needed to check for skin cancer

**2. Individual Question Ratings:** You may decide to display a rating for any survey question that's used to calculate the overall satisfaction rating. Individual survey question ratings are displayed only at the overall provider level, not at the individual comment level. The overall satisfaction rating is displayed next to the individual comment ratings.

**Patient Rating** 64 Patient Ratings

 4 Patient Comments

5 out of 5 stars

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About the Doctor
Contact Info & Locations
Patient Ratings & Comments

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### Patient Ratings

The Patient Rating score is an average of all responses to care provider related questions on our independent rating system, the Press Ganey Patient Satisfaction Survey.



Responses are measured on a scale of 1 to 5, with 5 being the best score. [Learn more about our patient satisfaction survey.](#)

<p>Friendliness</p> <p>5 </p>	<p>Recommended to others</p> <p>5 </p>	<p>Explanation of problem/condition</p> <p>5 </p>
<p>Shows concerns for your questions</p> <p>5 </p>	<p>Includes you in decisions</p> <p>5 </p>	<p>Spoke using clear language</p> <p>5 </p>
<p>Amount of time spent with you</p> <p>4.9 </p>	<p>Confidence in your doctor</p> <p>5 </p>	

### Comments

Comments are collected in our Press Ganey Patient Satisfaction Surveys. Patients are de-identified to protect confidentiality and patient privacy. [Learn more about our patient satisfaction survey.](#)

**National Jewish Health Patient**– June, 2016  
 Dr. Rose probably saved my life the first time I saw her, and I'll be forever grateful. She's one of the best doctors I've ever had, if not the best.

**National Jewish Health Patient**– March, 2016  
 \*Dr. Rose is an excellent provider.

**National Jewish Health Patient**– February, 2016  
 I have already 2 family members that they need to go to National Jewish.

**National Jewish Health Patient**– January, 2016  
 Best of the Best!

**3. Category Ratings:** Up to five category ratings can be calculated from any number of survey questions. Consumers can see ratings from other survey sections regarding the office staff, scheduling, facility, etc.



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## Dr. James Chu

Pediatrics, Westbard Medical Center

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Note: Currently, we do not have a client that is using the category ratings option. The image above is an example of what organizations would see if they choose this option.

# STREAMLINE PROCESS TO REVIEW AND POST PATIENT FEEDBACK

A workflow system is needed to manage the comment review and approval process before going live on your organization's website. We recommend selecting one of two workflow models based on the size and resources available within your organization.

## Centralized Model

With the centralized model, your organization will have members of your corporate marketing and/or patient experience team responsible for approving the content across the entire health system.

### ■ Benefits:

- Consistent approval process aligning with corporate policy
- Minimizes potential physician bias

### ■ Disadvantages:

- Potentially later launch date if you have fewer team members evaluating all of the historic survey data before go-live

**Recommendation:** Appropriate model for organizations that would like corporate consistency across the health system.

## Decentralized Model

Practice managers and regional marketing and/or patient experience teams across your organization will be responsible for reviewing all comments for their respective practice or locations.

### ■ Benefits:

- Potentially quicker launch date, because more employees are responsible for evaluating historic survey data

### ■ Disadvantages:

- Less consistency without corporate policy for approval process
- Introduce potential physician bias

**Recommendation:** Good for larger organizations with less bandwidth in the corporate marketing and/or patient experience department. We also create documentation that outlines clear guidelines and expectations for each practice manager or reviewer.

# STREAMLINE PROCESS TO REVIEW AND POST PATIENT FEEDBACK

## Workflow for Approvals

This workflow allows organizations to have two sets of eyes reviewing each comment from the imported survey data before the comment is published online.



## Workflow for Appeals

This workflow allows organizations to give their physicians access to the system. Physician access will be limited to the appeal feature and only those reviews relevant to that specific physician. A physician is given two weeks to read his/her comments and to submit an appeal before the comment goes live.



## Remove Protected Health Information (PHI)

Use the editing tool in the Press Ganey Transparency Solution to remove all PHI from patient comments in accordance with the Health Insurance Portability and Accountability Act (HIPAA) privacy rule. Ensure that you remove all types of information that can be used to identify a patient.

### Sample comment with PHI before editing:

*"I live on Westbrook Ave in Terrytown so Dr. Smith's office is pretty convenient. My visit dealt with a chronic heart condition that had not been responsive to previous diagnosis and treatment. Dr. Smith really listened to me."*

### Sample comment after editing:

*"I live on [...] so Dr. Smith's office is pretty convenient. My visit dealt with a chronic heart condition that had not been responsive to previous diagnosis and treatment. Dr. Smith really listened to me."*

## Remove References to Other Physicians

Comments are typically posted to individual physician's pages. Any mention of other physicians should be removed.

### Sample comment referring to another physician:

*"Dr. Jones was covering for Dr. Smith when I visited. Dr. Jones took a phone call during my last visit regarding another patients Health care for over 5 minutes. I could hear his side of the whole conversation. Then he came back in for just a second and they both left without me knowing if I was finished or what?"*

### Sample comment after editing:

*"[...] Dr. Jones took a phone call during my last visit regarding another patients Health care for over 5 minutes. I could hear his side of the whole conversation. Then he came back in for just a second and they both left without me knowing if I was finished or what?"*

## Other Recommendations:

- Remove profanity, libel or profane responses
- Reject comments about the survey itself (e.g. 'N/A')
- Define standard methods for redacting content such as [...] or \*\*\*
- Do not edit patients' comments for grammar or content
- If you have to redact a significant amount of content, reject the comment entirely

## TRANSPARENCY USE CASES

The Press Ganey Transparency Solution is scalable no matter the size of your organization. The chart below provides actual metrics based on current transparency clients.

	Large Sized Organization	Medium Sized Organization	Small Sized Organization
<b>Workflow Model</b>	Centralized	Centralized	Centralized
<b># of physicians</b>	5,400	150	15
<b># of comments reviewed before launch</b>	47,500	8,500	700
<b>Frequency of ongoing survey review</b>	Monthly	Monthly	Daily
<b># of comments per survey review period</b>	5,000	1,000	30
<b># of reviewers</b>	2	2	1
<b>Reviewer role type</b>	Part-time	Part-time	Part-time
<b>Reviewer's department</b>	Marketing team	Marketing team	Marketing team

# TRANSPARENCY FREQUENTLY ASKED QUESTIONS

## 1. What is the best way to show star ratings?

We recommend scoring based on five stars and partially filling in the stars for scores that are not a whole number. For example, a 4.5 would have four and a half stars filled in.

## 2. How are the star ratings calculated?

Provider star ratings on the 0-5 scale are calculated by dividing the provider's question mean scores by 20. The provider's question mean scores are the average of patient responses to individual questions. Summary star ratings are an average of a provider's question level star ratings.

## 3. What scale is used for the ratings?

A five-point scale is used for the ratings. For CAHPS data, the scores are converted from the ten-point scale to the five-point scale.

## 4. Which physicians are included in online scores?

All physicians should be included in the transparency process. However, to have star ratings posted, the industry standard and recommendation is that providers should have a minimum of 30 ratings in the past 12 months to be included. This does not mean that they also need to have 30 comments.

## 5. What is the recommended language to display on the site for physicians with less than 30 ratings?

We recommend having a section on your website that explains why the physician does not have any ratings. Depending on your organization, there could be several reasons why a physician does not have ratings, such as the physician not receiving the minimum number of patient experience ratings to be eligible, a physician who has less patient interaction, or a physician who works at a practice that does not currently use the surveys from which the ratings are calculated.

## 6. What is the recommended language to display on the site for physicians with 30 ratings or more?

We recommend having a link where patients can learn more about the survey your organization is using to calculate the star ratings. The information you share with existing or prospective patients about the survey may include the following: your organization's survey provider, questions asked in the survey and how star ratings are calculated.

## 7. Can we predefine which survey question we want included in the overall star rating calculation?

Yes. We recommend only including questions that are specific to the physician's care (i.e., "Did this provider explain things in a way that was easy to understand?").

## 8. Should reviews have a header or include the patient's name?

Many clients prefer to label the reviews as verified patient or another generic term. Do not show the patient's first or last name.

**9. Can we separate ratings and reviews? If we do separate them, are we able to show just ratings for a particular physician if there are no reviews?**

Yes, ratings and reviews can be separate. Some clients show the ratings on one page with a link to see reviews. Note that the score and ratings should be optimized to show up in the Google search results. The number of fresh comments increases search engine optimization and makes your site show up higher in search results.

**10. Can physicians view comments before they are made live?**

Yes, client administrators may give physicians access to the Press Ganey Transparency Solution ratings dashboard or may share reports from the system with them. Individual providers may have limited permission to see only comments related to him/herself. Physicians are typically given two weeks to appeal comments before they are posted online.

**11. How can we make physicians comfortable with a transparency solution?**

We recommend that organizations launch internally first. Physicians can access the organization's intranet that will show what the physician pages will look like before the solution is live. If an internally facing online platform is not feasible, we recommend sharing reports with physicians to allow them to see what comments and ratings would appear on their directory pages.

**12. Is there a process to appeal comments?**

We recommend establishing a process where physicians can appeal comments of concern. The appealed comments are reviewed by a designated review committee. We recommend that organizations create a separate email account for all emails related to appeals.

**13. Are we able to exclude comments?**

Yes, you can exclude comments such as "N/A," comments that reference another provider or are completely off-topic (e.g. about the Affordable Care Act).

**14. Are we able to edit comments?**

Yes, however, we strongly recommend full disclosure of all reviews except for comments edited for PHI, profanity and libel because this approach exemplifies best practices and an industry standard. See section above on recommendations for other allowable reasons to edit reviews.

**Press Ganey** is a leading provider of patient experience measurement, performance analytics and strategic advisory solutions for health care organizations across the continuum of care. Press Ganey is recognized as a pioneer and thought leader in patient experience measurement and performance improvement solutions serving more than 33,000 health care facilities. The company's mission is to help health care organizations reduce patient suffering and enhance caregiver resilience to improve the safety, quality and experience of care.

**Binary Fountain** is the leading provider of patient feedback management solutions designed specifically for healthcare in a single cloud-based platform. The solution suite is built around a proprietary healthcare-centric Natural Language Processing engine that mines patient feedback from surveys, online ratings and review sites, social media, and other data sources to equip our customers with the actionable insights needed to improve patient satisfaction and loyalty, increase engagement and drive sustainable bottom-line results.

Leading organizations, large and small, rely on Binary Fountain to understand the patient experience, drive comprehensive operational intelligence throughout the organization, and engage patients with innovative transparency and reputation management solutions.

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