

# Improving service recovery with Transparency and Reputation Monitoring

Discover how Vetter Senior Living improved their service recovery efforts and boosted web traffic with the NRC Health Transparency and Reputation Monitoring solutions.

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## EXECUTIVE SUMMARY

Vetter Senior Living already enjoyed a sterling reputation. Its 30 communities, spread across Nebraska, Iowa, and Kansas, exemplified high-quality care, and were (as they still are) some of the best regarded in the region. Vetter's leaders recognized the value of this acclaim, but wanted to do more to manage it across social media and communicate it to the public.

They turned to NRC Health's Transparency and Reputation Monitoring solutions. With them, Vetter was able to centralize reputation-monitoring efforts, rapidly address consumer complaints, and **boost online engagement by nearly 10%**.

## Opportunity

### MONITORING SOCIAL MEDIA

The importance of monitoring their company's social media presence was not lost on Vetter's leaders. They understood that most healthcare consumers turn to Google when they start to search for services. To secure the growth of Vetter's business, then, meant carefully tracking what consumers were saying on the web.

This is easier said than done, especially for an organization of Vetter's size. With 30 organizations in its network, Vetter's corporate staff, as well as individual community administrators, had to expend considerable energy to capture and respond to new online comments. It was an ad hoc approach, reliant on Google Alerts and meant to be taken care of whenever employees had a spare moment.

Time, however, is not an abundant resource in long-term care. Busy administrators frequently found themselves unable to dedicate hours to reading new reviews on Google. As a result, negative comments would go unnoticed for weeks—or months—at a time, leaving Vetter staff unable to effectively respond or recover service.

### REVEALING SERVICE EXCELLENCE

Missing chances to resolve consumer complaints is cause for concern at any organization. But Vetter's leaders also believed that they were missing *opportunities*. Feedback from residents at Vetter facilities is overwhelmingly positive, and the organization's leaders wanted to find a way to broadcast this satisfaction without resorting to self-promotion.

They wanted, in effect, to find a way for residents to speak for themselves. They knew that the authentic voices of Vetter residents would ultimately prove far more persuasive than any aggressively promotional campaign.

## Approach

Vetter's leaders were eager to find a solution, and ideally, a unified suite of tools that would allow them to manage each community's reputation with a single, centralized system. That's why they turned to NRC Health.

NRC Health's **Transparency Solution** is a way for providers to capture and publish the feedback they receive from their customers. It starts by processing resident feedback and then

screening it, filtering out any libelous, fraudulent, or HIPAA-violating content.

Then Transparency publishes this feedback directly on provider websites, in the form of star reviews. These verified ratings give consumers a compelling case for a provider's quality—and showcase providers' willingness to open themselves up to scrutiny. In the age of Amazon, that's a proven way to earn consumer trust.

But not all resident feedback appears on a provider's own website. Residents also leave comments on third-party review sites like Yelp, Facebook, and Healthgrades, which can be very influential in consumer decision-making. NRC Health's **Reputation Monitoring** solution ensures that these reviews never go unnoticed. The solution tracks 40+ third-party sites and aggregates the comments that appear there. This gives leaders a convenient way to oversee the conversations that consumers are having about their brand.

Perhaps more importantly, Reputation Monitoring also operates continuously, automatically alerting staff as new reviews arrive. Whether on their own websites or on third-party domains, service complaints or problematic comments are flagged for urgent intervention, enabling staff to address concerns immediately after they surface. Service recovery becomes that much quicker, and staff benefit from a tremendously reduced burden of online monitoring.

## Outcomes

Vetter deployed these solutions simultaneously, across their entire system, in May of 2018. While such large-scale rollouts often encounter resistance from stakeholders, or technical hiccups, there were no such barriers to NRC Health's implementation at Vetter.

Administrators at individual facilities universally saw the appeal. This was because they had observed, firsthand, the surging importance of social media in their outreach. Online platforms have become an important vehicle for word-of-mouth reputation-building, and administrators knew they couldn't ignore it. Nor was it long before they began to see positive results.

### **STREAMLINED SOCIAL-MEDIA MANAGEMENT**

Reputation Monitoring freed Vetter staff from having to manually monitor social-media activity. Prior to this, keeping track of patient comments was an onerous chore, not only because it was delegated to administrators who

rarely had time to accomplish it, but also because lines of communication surrounding patient reviews frequently broke down. Administrators would often neglect to notify Vetter's corporate office when negative reviews arose, leaving leaders unable to assess commentary for trends or plan interventions to resolve complaints.

Reputation Monitoring's continuous passive monitoring not only relieved staff of the need to track online comments, it also *systematized* Vetter's approach to reviews. It brought resident comments together in one centralized dashboard, giving leaders a coherent, big-picture perspective on what their customers were saying.

**"I love that Reputation Monitoring is an always-on tool. We don't have to cross our fingers and hope that we catch negative reviews anymore. We know we'll see them."**

—**Karl Bieber**, Public Relations and Communications Coordinator, Vetter Senior Living

### **RAPID SERVICE RECOVERY**

One story of improved service recovery emerged from Brookstone Meadows, Vetter's flagship facility in Omaha, Nebraska. A family member of a resident there had left a one-star review, premised on a misunderstanding of what long-term care communities are able to provide for residents.

However, just after the negative review was posted, a Reputation Monitoring alert notified Brookstone Meadows' PR staff. A member of their team was able to reach out to the disappointed customer, and they had a constructive conversation. Without being asked, the customer went back online and changed their review from one star to four. In the accompanying comment, the customer even thanked the PR team member for being so alert and attentive.

**"Reputation Monitoring is invaluable to us, because it puts us in the driver's seat. We're not just reacting to what we see anymore. We can be proactive about what people say about us online."**

—**DaNita Naimoli**, Marketing Coordinator, Vetter Senior Living

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## BOLSTERED WEB PRESENCE

Finally, the presence of star reviews on Vetter community websites proved to be a significant draw for visitors. Transparency's highly visible star ratings, plus an influx of new reviews on social media encouraged by Reputation Monitoring, generated renewed interest in Vetter's community websites.

Upon publishing reviews, Vetter communities saw significant increases in organic search traffic—an average increase of 7.47% across the system. One community saw traffic surge by **30%**.

And these weren't idle visitors. Engagement with community websites, as measured by time-on-page, increased significantly as well. The average user went from spending 1.39 minutes on Vetter community websites to 1.52 minutes—a **9.5% increase**. This shows definitively how much consumers appreciate it when care providers are open about their care.

**"The star ratings hold us accountable. Once they're published, they're out there—and if we don't perform, the world will know it. I think people respond to that."**

—DaNita Naimoli, Marketing Coordinator, Vetter Senior Living

## GOING FORWARD

Transparency and Reputation Monitoring have brought new efficiencies to Vetter's present operations—and they have

also emboldened the organization to deepen their online engagement. The solutions effectively demystified social-media management for Vetter's leaders, enabling them to take bolder steps to strengthen their brand's presence on the Internet.

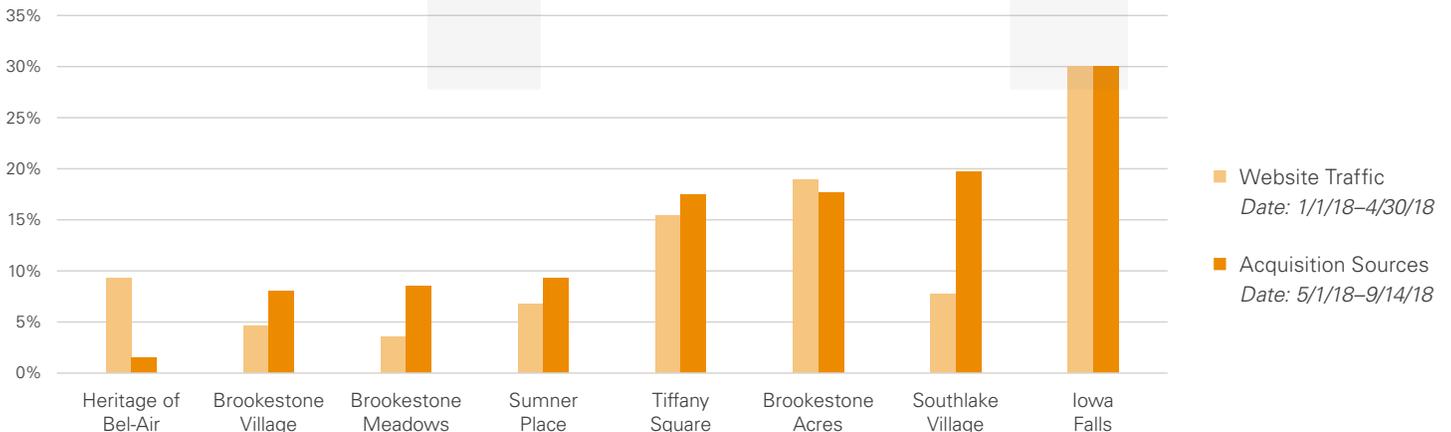
For instance, Vetter's frontline staff are now being specifically trained to solicit online feedback from residents and their family members. Without NRC Health's solutions, and the attendant increase of confidence in social-media management, this is a step Vetter might never have taken. Perhaps more importantly, Vetter's leaders are also encouraging communities to enlarge their social-media footprint. For the first time, they're allowing administrators to build out individual community Facebook pages.

These are just the beginning of Vetter's web-facing initiatives, and as the organization continues to explore social media's benefits, Transparency and Reputation Monitoring will remain a bedrock of its online strategy.

**"The online landscape is totally changed. Across the industry, Transparency and Reputation Monitoring are must-haves, especially for organizations of our size. I don't see this as optional anymore."**

—Karl Bieber, Public Relations and Communications Coordinator, Vetter Senior Living

## Website traffic and acquisition – NRC Health Launch Increase





**NRC Health helps healthcare organizations better understand the people they care for and design experiences that inspire loyalty.**

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