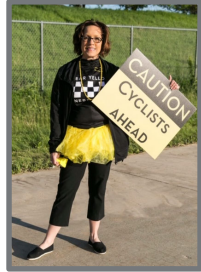
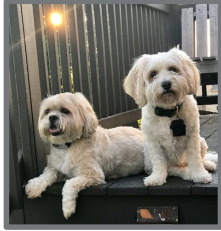


# Enabling strategic victories with Real-time and Star Ratings

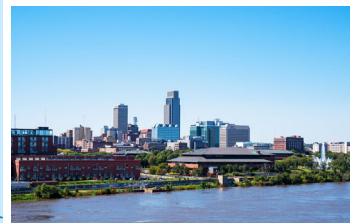
## Key Points

- History of OrthoNebraska
- Patient Experience
- NRC/Real-time & Star Ratings
- Real Use of Real-time

# Introductions

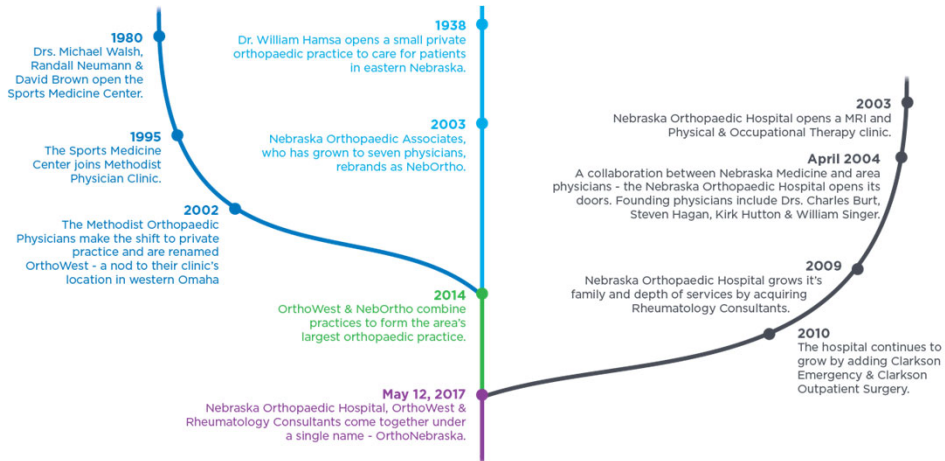


# Where we are...



**PAGE 2**  
**25<sup>th</sup> Annual NRC Health Symposium – Omni Nashville Hotel**  
**Nashville, Tennessee**  
**August 14–16, 2019**

# How we started...

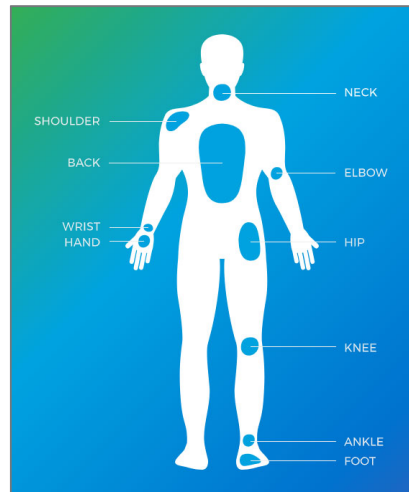


# Who we are...

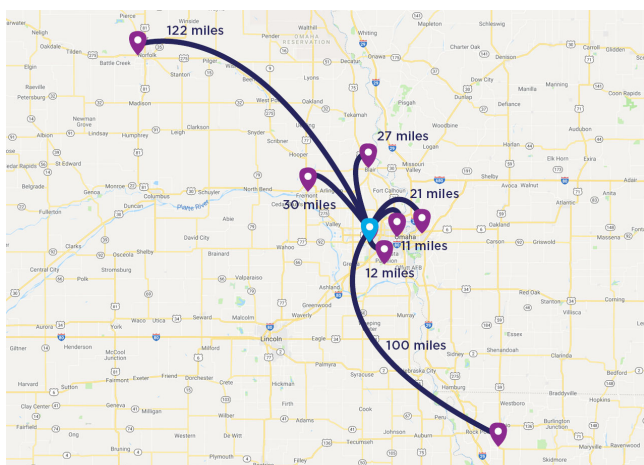


# Overview

- 30 clinical physicians
- 30 advanced practice providers
- 600+ employees (hospital & clinic combined)
- 102,000+ clinic visits annually
- 24 inpatient beds
- 12 operating rooms
- Services include: orthopaedic, rheumatology, emergency medicine, orthopaedic urgent care, physical therapy, imaging, inpatient and outpatient surgery



# OrthoNebraska Clinic / Locations



## Nebraska

- Omaha (2)
- Fremont
- Norfolk
- Sarpy County

## Iowa

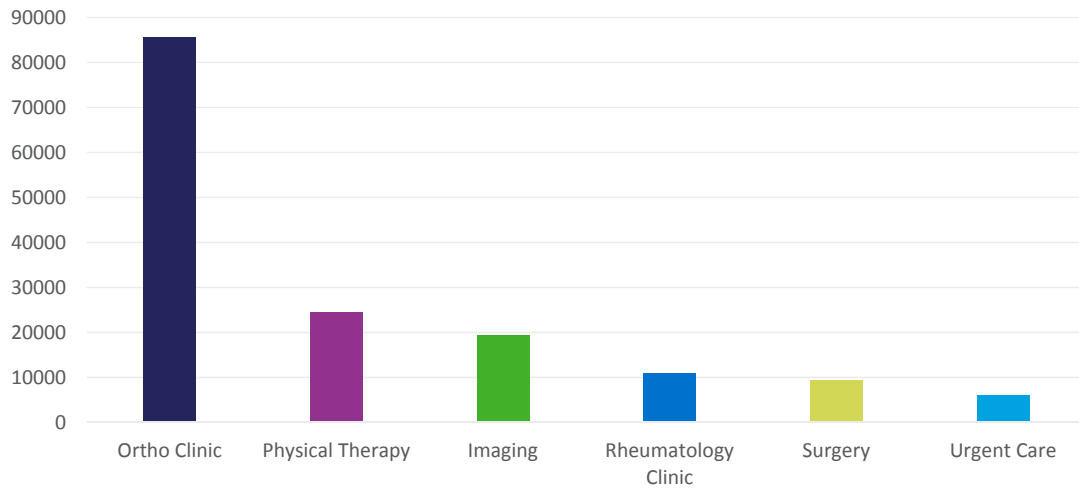
- Council Bluffs

## Missouri

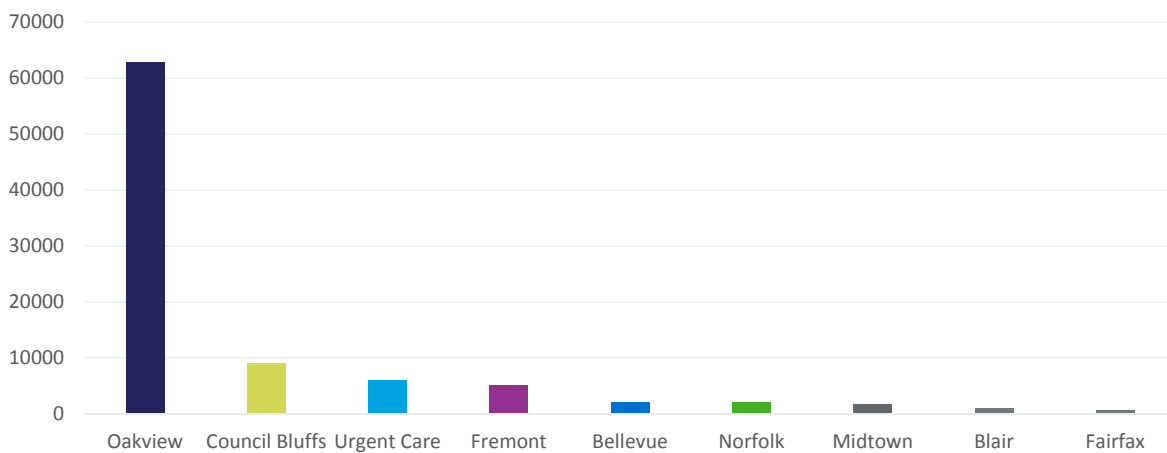
- Fairfax



## OrthoNebraska Volumes (2018)



## Clinic Volumes (2018)



# The OrthoNebraska Way

## The OrthoNebraska Way

### We are about people.

Everything we do is about people. Nothing is more important.

### We dream bigger.

We don't settle for good. No matter what it is, we give it our absolute best - no exceptions.

### We create magic.

Not the hocus pocus kind. The kind that words can't explain. The kind you feel. The kind of magic that only happens at OrthoNebraska.

### We stay true.

We honor our history and what has made us successful in the past. And as a team, we stay always true.

### We embrace the journey.

We're all in this together. And together, we journey on.



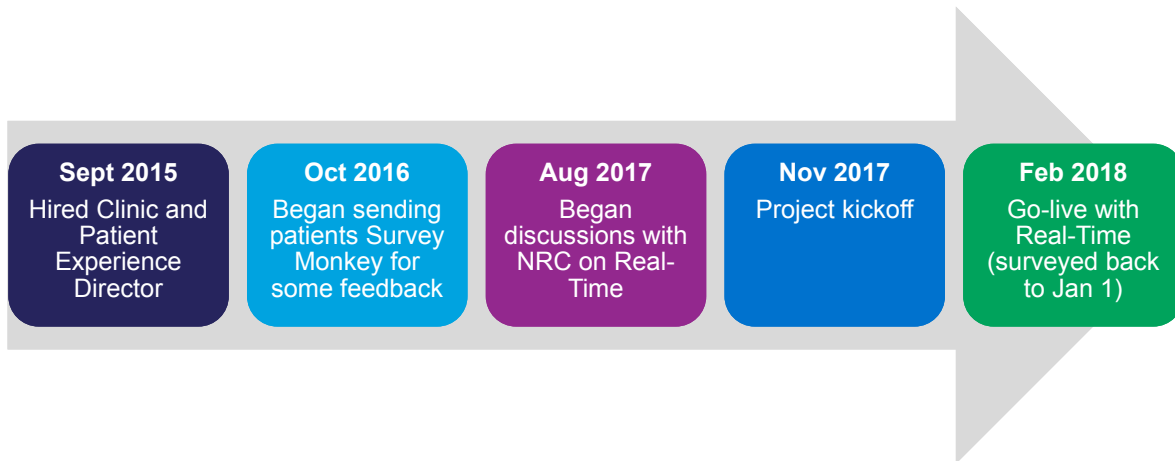
# Quality, Experience & Recognition



Becker's Hospital Review/Becker's ASC Review  
**100** Great Places to Work in Healthcare



# Patient Experience Journey



# Patient Experience Surveys

## Before Real-Time...

- Manual Process
  - Survey Monkey & Campaign Monitor
- 24 questions
- Negative Factors
  - Small sample size
  - Low response rate
  - Anonymous
  - Email only



**Patient Experience Defined:**  
The sum of all **interactions**, shaped by an organization's **culture**, that influence patient **perceptions** across the **continuum** of care.

In 15 months = 3,200 completed surveys

Source: The Beryl Institute

# Why Real-Time & Transparency?

How it works



“It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you’ll do things differently.”

Warren Buffett



# Real-Time Project

## Project Team

- Quality Manager
- Patient Experience Coordinator
- IT
- Analytics
- Clinic & Senior Leadership
- Marketing





# Real-Time Project

## Milestones

- Project Kick-Off
- Data Dictionary & Organization Hierarchy
- Question Selection
- Outreach Modes
- Data Validation
- Education/Training
- Communication



# Real-Time Questions

1. Please tell us who referred you to OrthoNebraska.
2. Were you able to schedule an appointment with this provider as soon as you needed?
3. Did the care providers give you enough information about your health and treatment?
4. Did the care providers listen carefully to you?
5. Was your wait time reasonable?
6. Overall, how would you rate the scheduling and reception staff?
7. Overall, how would you rate the clinical staff?
8. 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?
9. How likely would you be to recommend this facility to your family and friends?
10. What else would you like to say about your experience?

## Real-Time Process & Procedure

### Access/Training

- Patient Experience Coordinator \*
  - Quality Manager \*
  - Leadership / Administration
  - Marketing Dept.
  - Analytics Dept.
- \* Administrative privileges (access to PHI, Service Alerts and user settings)

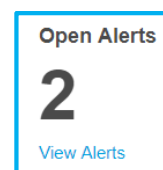
### Comments

- Patient Experience Coordinator will review all comments and will provide a summary of trends to leadership, executives and physicians.
- Managers have on demand access for monitoring and sharing with staff.



## Real-Time Process & Procedure

- **Service Alerts**
- NRC initiated Service Alerts / Manual Alert
- Monitored and/or reviewed daily (excluding weekends/holidays)
- If verified to be a Service Alert:
  - Target is to contact patients as soon as possible (7 days minimum per CMS regulations).
  - OrthoNebraska average is <24hrs!**
  - Communication and involvement of appropriate staff as needed.



# Go Live!



Thinking about your visit at OrthoNebraska Oakview Suite 110 on June 13th, please answer a few brief questions. It takes less than a minute.

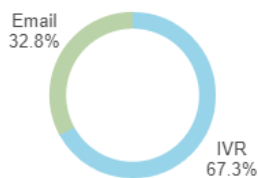
Your participation will help us to improve the quality of care that we provide to you, your family, friends, and neighbors. We value your feedback and may share patient comments anonymously online.

Please tell us who referred you to OrthoNebraska.

- Friend/Family Member
- Primary Care Physician
- Emergency Room/Urgent Care
- I am a current or previous patient
- Other
- Not Applicable

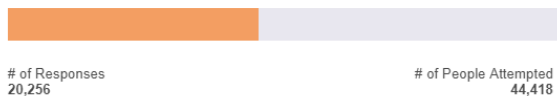


# Survey Participation



## Participation

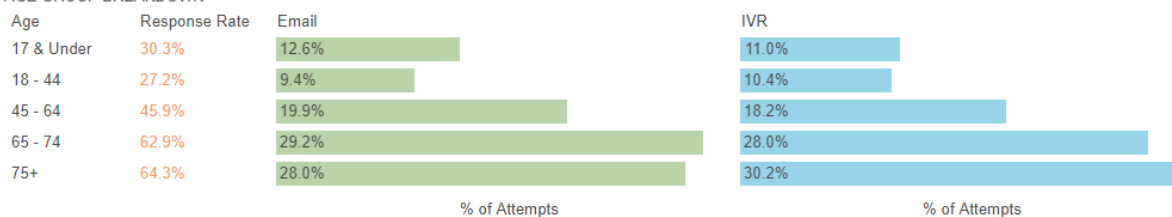
RESPONSE RATE: 45.6%



# of Responses  
20,256

# of People Attempted  
44,418

### AGE GROUP BREAKDOWN

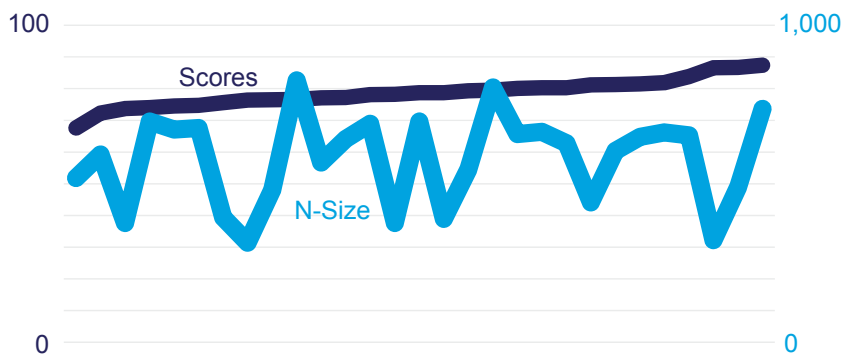


# Then & Now



# Score Summary

Full Time MDs Averages  
**N-Size** 578      **Score** 79.1



	Facility would recommend	Overall rating of provider
Grand Total	89.2 (n-size: 17,387)	87.1 (n-size: 17,954)
OrthoNebraska Ortho Clinic	89.3 (n-size: 15,862)	86.8 (n-size: 16,378)
OrthoNebraska Oakview Suite 212	91.5 (n-size: 5,679)	88.5 (n-size: 5,855)
OrthoNebraska Oakview Suite 110	89.4 (n-size: 4,692)	86.8 (n-size: 4,851)
OrthoNebraska Rheumatology Clinic	88.1 (n-size: 1,525)	89.1 (n-size: 1,576)
OrthoNebraska Rheumatology Suite 240	88.1 (n-size: 1,525)	89.1 (n-size: 1,576)
OrthoNebraska Council Bluffs	88.7 (n-size: 1,467)	86.8 (n-size: 1,508)
OrthoNebraska Oakview Urgent Care	88.6 (n-size: 993)	85.2 (n-size: 1,022)
OrthoNebraska at Fremont Health	82.3 (n-size: 775)	82.8 (n-size: 806)
OrthoNebraska Bellevue	88.3 (n-size: 515)	85.5 (n-size: 539)
OrthoNebraska Oakview Suite 205	85.8 (n-size: 515)	82.1 (n-size: 535)
OrthoNebraska Midtown Suite 409	86.6 (n-size: 447)	85.7 (n-size: 463)
OrthoNebraska Norfolk	86.0 (n-size: 328)	83.3 (n-size: 336)
OrthoNebraska Miracle Hills	84.1 (n-size: 246)	85.3 (n-size: 251)
OrthoNebraska Blair	87.5 (n-size: 128)	89.8 (n-size: 130)
OrthoNebraska Fairfax	90.9 (n-size: 77)	89.0 (n-size: 82)



# Patient Feedback

I thought the office was very friendly, clean, and everything was on time. The doctor was a good doctor.

My over experience was top notch.

Everyone was extremely nice. You all made a very stressful situation better for our family.

From the minute to I arrive they explained why I was there until the time I left every staff member was very helpful and keep me in touch with everything told me what needed to be done. And if I had questions they were answered completely.

Everyone is very professional, caring, and knowledgeable.

Excellent customer service.

I am very pleased I was referred to OrthoNebraska. So far a great experience!

Best office ever. We have sent 3 other family members there!

Best place in town!!!

Everyone was very thorough with me. My options were discussed in great detail and my questions were answered.

Well exceeded my expectations - WOW!

Very good, got me in quick and took care of my needs.

Everyone was polite and courteous from the check in to the check out. The doctors were patient and present while in the room and answered all my questions as well as the extended staff that took care of me.

# Service Recovery

- Understand patient expectations
- Give patients an easy way to voice their concerns and provide feedback
- Embrace the process of empathy
- Provide staff with the ability to act
- Use patient feedback to improve

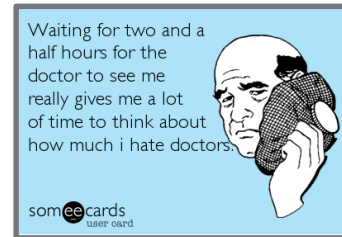
Source: NRC Health / Five critical steps for effective service recovery



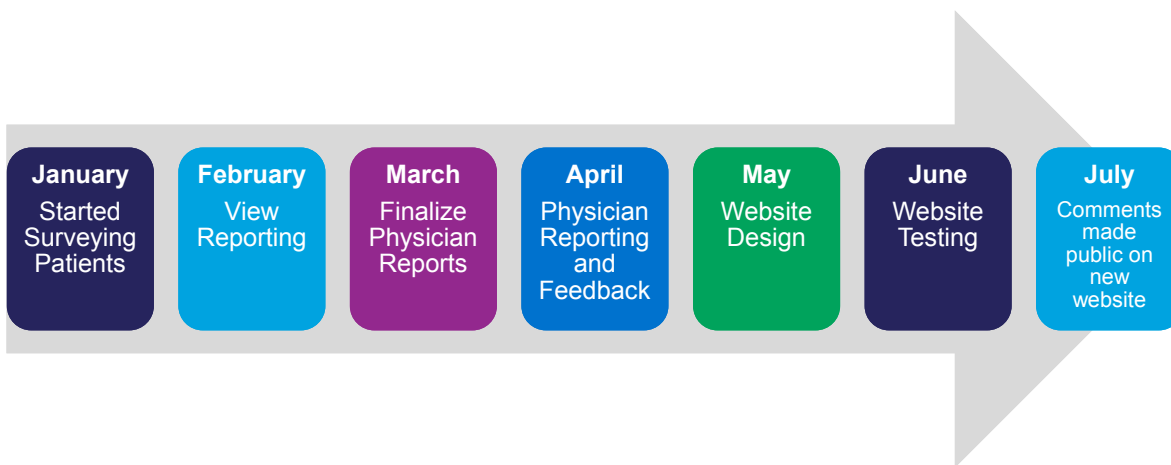
People will forget  
what you said.  
People will forget  
what you did. But  
people will never  
forget how you  
made them feel.

Maya Angelou

# Projects / Process Improvement



# NRC Real-Time Transparency Timeline



# Provider StarCards & Review Process

**April 2019**  
**PATIENT SURVEY FEEDBACK**  
Star Ratings and Patient Comments for Ryan Arnold.

**LAST MONTH**

**4.89** out of 5 stars based on **45** new ratings last month

You ranked **9<sup>th</sup>** out of 50 eligible providers in your organization last month

**CURRENT RATING**

**4.81** out of 5 stars based on **872** total ratings

Your current rank is **11<sup>th</sup>** out of 50 eligible providers in your organization

**PUBLISHED COMMENTS**

**7** new patient comments published last month

**5** Stars  
Dr. Arnold and his staff are amazing! Highly recommend Dr. Arnold!  
Mar 15, 2019

**5** Stars  
The receptionist, PA and Doctor were awesome as 7 years ago.....this my reasoning for returning to Ortho-West.  
Mar 5, 2019

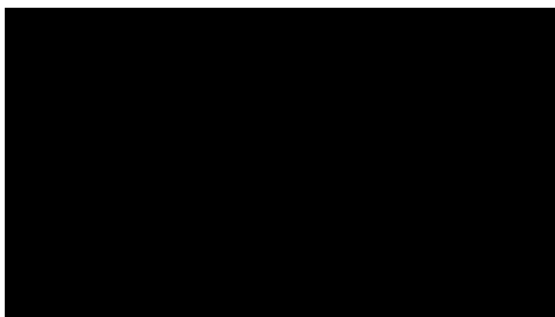
**SCHEDULED COMMENTS**

**12** new patient comments scheduled for publishing

**5** Stars  
First time visit with this Dr. Very impressed with PA and Dr. Very thorough and took the time to explain everything.  
Mar 21, 2019

**5** Stars  
Dr Arnold is awesome!  
Mar 21, 2019

# Provider Reactions



**"THERE ARE MANY PATHS, BUT ONLY ONE JOURNEY"**

NADMI JUDD

To view additional tips on how to improve your practice please click [here](#).

To see a private review of patient experience ratings by location and for additional resources on how patient communication skills can be improved, [click here](#).

Powered by NRC Health

**LAST MONTH**

**4.85** out of 5 stars based on **37** new ratings last month

You ranked **12<sup>th</sup>** out of 51 eligible providers in your organization last month

**CURRENT RATING**

**4.71** out of 5 stars based on **857** total ratings

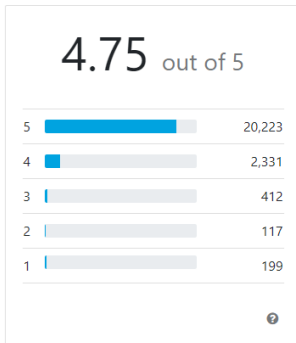
Your current rank is **43<sup>rd</sup>** out of 51 eligible providers in your organization

**QUESTION RATINGS**

	5 <sup>th</sup>	Current Rank	1 <sup>st</sup>	Current Rating	Last Month
Overall Rating	43 <sup>rd</sup>			4.71	4.85
Schedule appt soon as needed	27 <sup>th</sup>			3.86	3.99
Wait time was reasonable	28 <sup>th</sup>			4.08	4.42
Clerks&recept courtesyl&respect	20 <sup>th</sup>			4.63	4.78
Enough info about treatment	33 <sup>rd</sup>			4.52	4.57

# Transparency Project

## OrthoNebraska



**Rating Status**

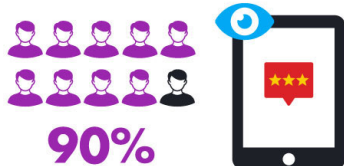
Published	22,796
Scheduled	416
Approved	0
Pending	97
Flagged	6
Archived	95
<b>Total</b>	<b>23,410</b>

Name	Avg Rating	Rating Count	Members
Oakview	4.75	16089	24
Council Bluffs	4.78	5093	6
Bellevue	4.75	4961	6
Miracle Hills	4.76	1304	2
Fremont Health	4.73	3505	6
Fairfax	4.73	807	1
Rheumatology	4.79	599	3
Midtown	4.71	2013	3
Blair	4.79	497	1
Norfolk	4.72	3157	4
Foot & Ankle	4.73	1739	2
General Ortho	4.76	369	2
Hand & Wrist	4.75	3877	5
Shoulder	4.77	3498	5
Spine	4.62	1360	2

# The World of Online Reviews

## THE IMPORTANCE OF ONLINE CUSTOMER REVIEWS

90% of consumers read online reviews before visiting a business.



88% Of Consumers Trust Online Reviews As Much As Personal Recommendations.

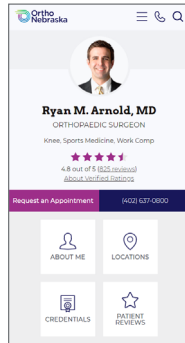


Source: Khalid Saleh, CEO Invesp.



# Doctors

- 20,000 ratings
- 4,869 reviews
- MDs average 600+ reviews and 100+ comments

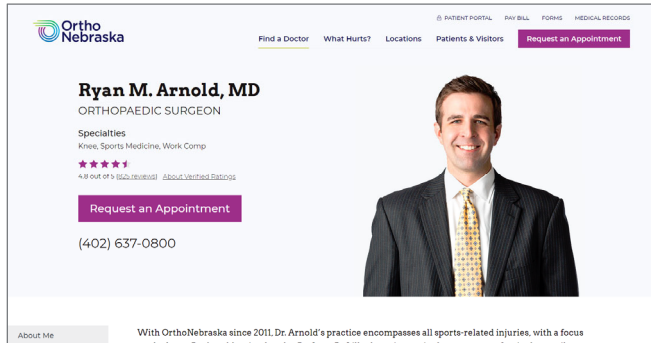


OrthoNebraska

**Ryan M. Arnold, MD**  
ORTHOPAEDIC SURGEON  
Knee, Sports Medicine, Work Comp  
★★★★★  
4.8 out of 5 (825 reviews) [About Verified Ratings](#)

Request an Appointment (402) 637-0800

ABOUT ME LOCATIONS CREDENTIALS PATIENT REVIEWS



OrthoNebraska

Find a Doctor What Hurts? Locations Patients & Visitors [Request an Appointment](#)

**Ryan M. Arnold, MD**  
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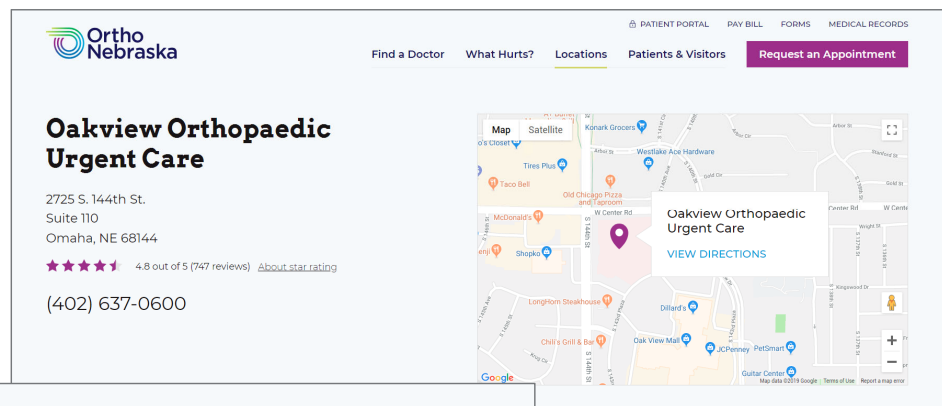
[Request an Appointment](#)

(402) 637-0800

With OrthoNebraska since 2011, Dr. Arnold's practice encompasses all sports-related injuries, with a focus

★★★★★  
4.8 out of 5 (825 reviews) [About Verified Ratings](#)

# Locations



OrthoNebraska

Find a Doctor What Hurts? Locations Patients & Visitors [Request an Appointment](#)

**Oakview Orthopaedic Urgent Care**

2725 S. 144th St.  
Suite 110  
Omaha, NE 68144  
★★★★★ 4.8 out of 5 (747 reviews) [About star rating](#)

(402) 637-0600

Map Satellite Kinark Grocers Tires Plus Taco Bell McDonald's Shoptel Longhorn Steakhouse Chili's Grill & Bar JCPenney PetSmart Oak View Mall

Oakview Orthopaedic Urgent Care  
[VIEW DIRECTIONS](#)

★★★★★ 4.8 out of 5 (747 reviews) [About star rating](#)

# Specialties

OrthoNebraska

PATIENT PORTAL PAY BILL FORMS MEDICAL RECORDS

Find a Doctor What Hurts? Locations Patients & Visitors Request an Appointment

## Hand and Wrist Pain and Injury

Hand or wrist injuries are very common and can be very painful. OrthoNebraska has the most fellowship-trained hand and wrist specialists in Nebraska, meaning we can help you recover with unmatched expertise.

★★★★☆ 4.7 out of 5 (3408 reviews) [About star rating](#)

Conditions Physicians Treatments

### A Unique Approach to Care

OrthoNebraska's hand and wrist team takes a collaborative approach. When you come to OrthoNebraska with a complex case, you have five surgeons, not one. We will learn your history, lifestyle and goals and work with you to come up with an appropriate treatment plan that eases your pain and restores your function as best we can. From broken bones to carpal tunnel and other tendon or ligament problems, we're here with you every step of the way.

# Results

## Incredible Search Engine Optimization (SEO) benefits

- 33 percent increase organic traffic from Google
- 21 percent increase in overall website sessions
- 49 percent increase in online appointment requests



## Double Impact

- More people clicking to our website from Google because they see the ratings
- Greater percentage converting into patients by requesting appointments after they are on our website



## Questions / Contact Information



- Jodi Gabriel, MSN, RN
  - Patient Experience Coordinator
  - [jodi.gabriel@orthonebraska.com](mailto:jodi.gabriel@orthonebraska.com)
  
- Dave Zauha
  - Chief Administrative Officer
  - [dave.zauha@orthonebraska.com](mailto:dave.zauha@orthonebraska.com)

