The Reputation Revolution:

Why Long Term-Care Organizations must understand how satisfaction and consumerism are linked.

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Introductions

Rich Kortum
Director, Strategic Partnerships

Jenny Fisher
Business Development

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Today's Game Plan

- A Consumer State of Mind
- The Virtual Customer
- Health Care Consumers
- Consumer-Centric tomorrow

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The Reputation Revolution:

Why Long Term-Care Organizations must understand how satisfaction and consumerism are linked.

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What do consumers want

Convivence
Personalization
Improvement
Outcomes

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Convenience is King

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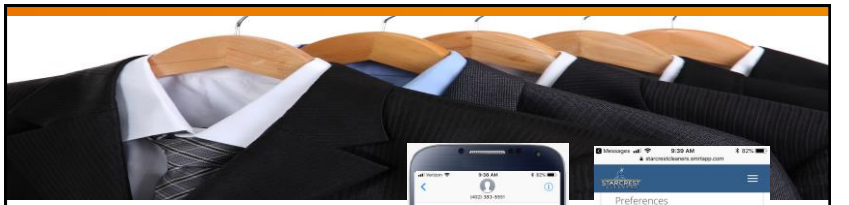
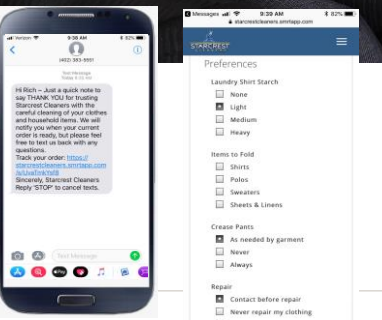


Personalization

Who knew dry cleaning could be so personal?



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Improvement

Netflix

1998: Worlds first online DVD rental store

1999: Adoption of the subscription model

2004: Unlimited rentals with One-Day Delivery

2007: Streaming Concept introduced

2016: Downloads available for offline viewing

2018: Skip the introduction

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Outcomes

Sun Mountain Clubglider Journey Wheeled Travel Covers
★★★★★ ~ 28
$249.99
✓prime FREE Delivery Wed, Sep 11
More Buying Choices
$211.02 (14 used & new offers)

Titleist Golf Club Travel Cover by ClubGlove
★★★☆☆ ~ 10
$329.95
Or $65.99/month for 5 months
✓prime FREE Delivery Wed, Sep 11

CaddyDaddy Golf Constrictor 2 Travel Cover
★★★★½ ~ 973
$84.99
✓prime FREE Delivery Wed, Sep 11
More Buying Choices
$79.04 (8 used & new offers)

Plano Golf Guard DLX Golf Guard (Black)
★★★☆☆ ~ 68
$79.70
FREE Delivery for Prime members

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The case of the virtual customer

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Digital Experience -> Purchasing Decisions

92 percent view online ratings/reviews before purchasing a product/service

54 percent say positive reviews cause them to trust a brand more

41 percent say negative reviews cause them to avoid a brand

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SOURCE: NRC Health's Digital Decision Maker study, n size = 3,002

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Consumer shifts in digital behavior since 2015

- **87 percent** use the internet regularly
- **15 percent** used telehealth last year *2015: 11 percent*
- **57 percent** would schedule tele-visit *2015: 36 percent*
- **92 percent** use ratings/reviews bf buying *2015: 73 percent*
- **52 percent** *of internet usage is mobile 2015: 35 percent*
- **3 hrs. 35 min** *average mobile internet usage per day*

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SOURCE: NRC Health's MARKET INSIGHTS study, 2008-2019, n sizes vary from 176 (qual) to 278,824 (quant)

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Consumers Use Search to Optimize Their Lives

1. It helps consumers get excited
2. It helps consumers feel more confident
3. It helps consumers create the best experience

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The Evolution of Digital Healthcare Information

Consumer shifts in digital behavior

- **35 percent** own a wearable *2015: 17 percent*
- **15 percent** used telehealth last year *2015: 11 percent*
- **57 percent** would schedule tele-visit *2015: 36 percent*
- **35 percent** of consumers are likely or very likely to prefer a healthcare provider following a website visit

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SOURCE: NRC Health's MARKET INSIGHTS study, 2008-2019, n sizes vary from 176 (qual) to 278,824 (quant)

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Consumer expectations of healthcare have changed

PERSONALIZATION

CONSTANT IMPROVEMENT

OUTCOMES

CONVENIENCE

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Poll Question: Which of the following industries enjoys the highest consumer expectations?

- Financial services
- Healthcare
- Government
- Entertainment
- Hotel/Hospitality

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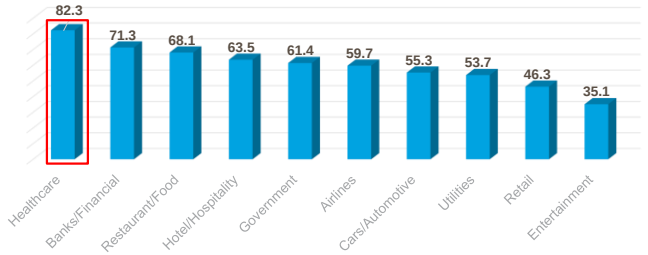
Ever-climbing expectations for healthcare

Which of the following industries *should* consistently meet or exceed your expectations as a customer?



SOURCE: National Research Corporation's MARKET INSIGHTS study, 2010-2016, annual n sizes vary from 176 (qual) to 278,824 (quant)

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92%

of consumers begin their healthcare search online

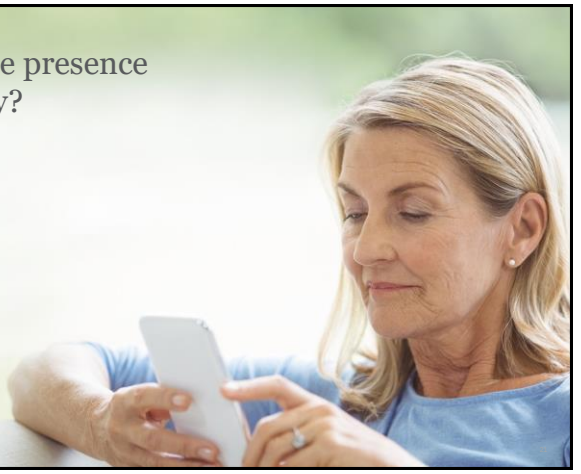
2019 Healthcare Consumer Trends Survey

20

Does your online presence represent reality?

6000

The number of online searches related to long term care communities made **EVERY HOUR**



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Social Media Driving Online Patterns

Use of social media strongly prevalent

- **74%** of online consumers use social media websites
- **1 in 5** interacted w/ local healthcare provider
- **64%** passively interact; **36%** actively interact
- Average age of user is **45** years old

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SOURCES: NRC Health's Market Insights survey, n size = 231,482, PEW Research Center, n size = 857

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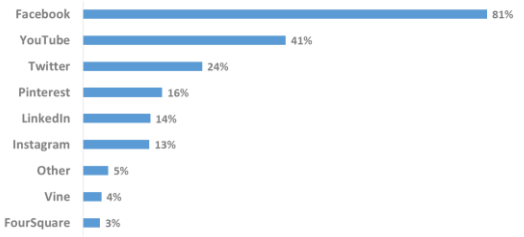
Popular Social Media Sites for Healthcare

What form of social media do you use as a source of health information?



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SOURCE: NRC Health's Market Insights survey, n size = 231,482

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Popular Social Media Sites for Healthcare

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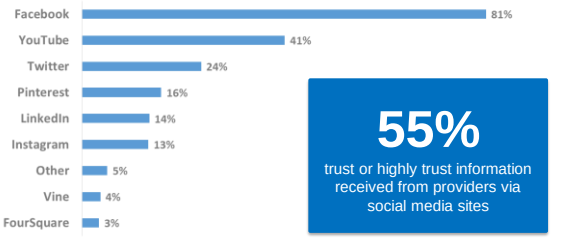

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SOURCE: NRC Health's Market Insights survey, n size = 231,482

24

55%

trust or highly trust information received from providers via social media sites

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Online vs. Word of Mouth

23 percent of consumers do not trust online reviews as much as personal recommendations

77 percent of consumers do trust online reviews based on the following criteria:

→ I can read **multiple** customer reviews

→ I believe the reviews are **authentic**

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SOURCE: NRC Health's Digital Decision Maker study, n size = 3,002

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Where are your customers talking about you today?

- **21%** of consumers have already rated or reviewed a healthcare provider online
- **45%** have already viewed healthcare-related ratings/reviews online
- **30%** feel viewing ratings/reviews online is their first step in seeking care

facebook
Caring.com
yelp
SeniorAdvisor.com®
SeniorHomes.com
Google
glassdoor

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SOURCE: NRC Health's Digital Decision Maker study, 2015, n size = 3,002

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A Word About Negative Reviews

We have an irrational view of the negative rating:

- **12%** of consumers left a negative rating or review for a healthcare provider
- **51%** of consumers received a response from the healthcare provider or parent organization
- **58%** of consumers removed their negative rating or review

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SOURCE: NRC Health's Digital Decision Maker study, 2015, n size = 3,002

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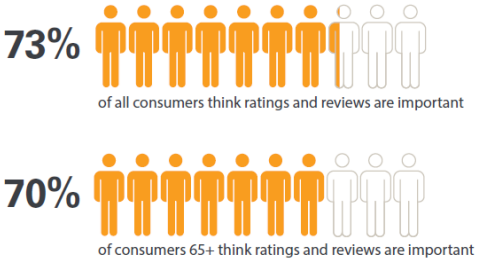
Importance of online ratings and review when selecting a Long Term Care Facility



NRC Health Marketing Insights study: N = 24,164.

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Poll Question: Percent of consumers that have trust and confidence in Long Term Care / Nursing Homes?

- → 24%
- → 37%
- → 52%
- → 15%

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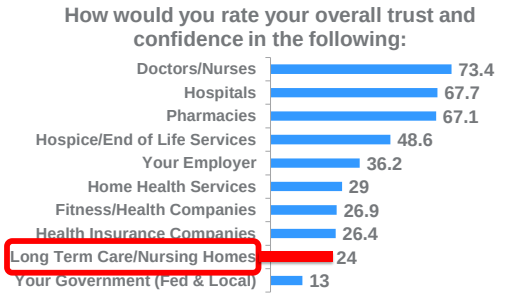
Who Do Consumers Trust?



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SOURCE: National Research Corporation's MARKET INSIGHTS study, 2008-2015, n sizes vary from 176 (qual) to 278,824 (quant)

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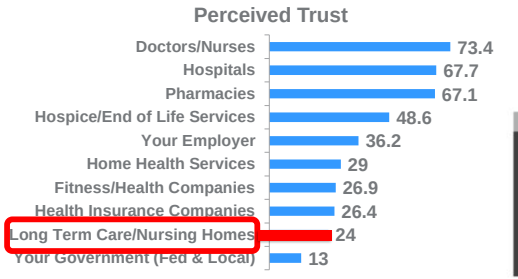
Perception vs Reality



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SOURCE: National Research Corporation's MARKET INSIGHTS study, 2008-2015, n sizes vary from 176 (qual) to 278,824 (quant)

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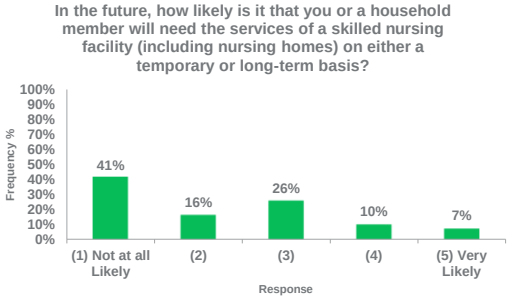
Consumer Anticipation of Post Acute Usage



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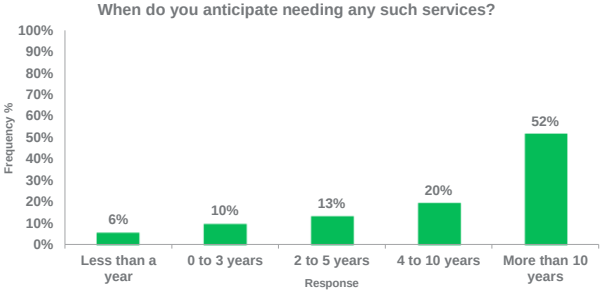
SOURCE: NRC's national consumer survey, 2013, n size = 21,984

33

Consumer Anticipation of Post Acute Usage



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SOURCE: NRC Health's MARKET INSIGHTS study, 2008-2019, n sizes vary from 176 (qual) to 278,824 (quant)

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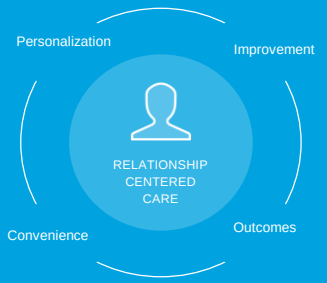
We need to think differently



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It's all about the Customer Experience

"We think of the Experience as our relationship with you from the time you visit our website or call us to when you arrive at your destination and all points in between"

Gary Kelly
CEO-Southwest Airlines

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We live in a world where everyone is obsessed Customer Satisfaction!

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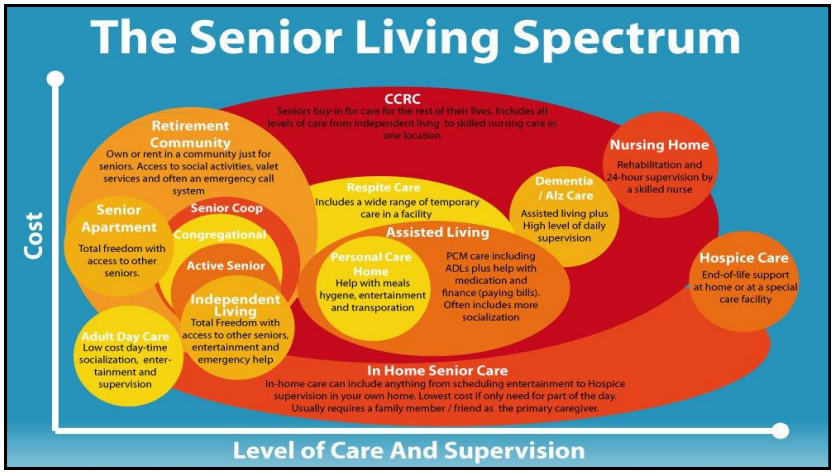
The Senior Living Spectrum
Cost
Level of Care And Supervision
CCRC
Seniors buy-in for care for the rest of their lives. Includes all levels of care from independent living to skilled nursing care in one location
Retirement Community
Own or rent in a community just for seniors. Access to social activities, valet services and often an emergency call system
Senior Apartment
Total freedom with access to other seniors.
Senior Coop
Congregational
Active Senior
Independent Living
Total Freedom with access to other seniors, entertainment and emergency help
Adult Day Care
Low cost day-time socialization, entertainment and supervision
Respite Care
Includes a wide range of temporary care in a facility
Assisted Living
Personal Care Home
Help with meals hygene, entertainment and transporation
PCM care including ADLs plus help with medication and finance (paying bills). Often includes more socialization
Dementia / Alz Care
Assisted living plus High level of daily supervision
Nursing Home
Rehabilitation and 24-hour supervision by a skilled nurse
Hospice Care
End-of-life support at home or at a special care facility
In Home Senior Care
In-home care can include anything from scheduling entertainment to Hospice supervision in your own home. Lowest cost if only need for part of the day. Usually requires a family member / friend as the primary caregiver.

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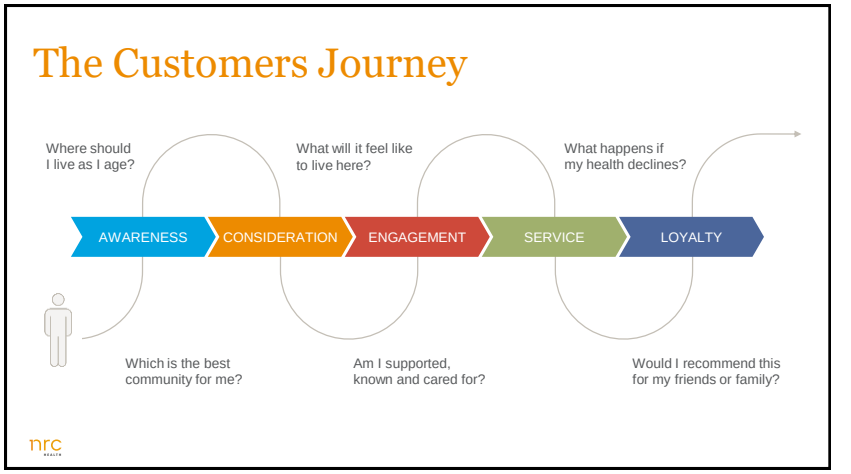
The Customers Journey
Where should I live as I age?
What will it feel like to live here?
What happens if my health declines?
AWARENESS
CONSIDERATION
ENGAGEMENT
SERVICE
LOYALTY
Which is the best community for me?
Am I supported, known and cared for?
Would I recommend this for my friends or family?
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AWARENESS

Online Brand Strategy

The goal:

- **Website -** easy to navigate, mobile friendly (80% access the internet daily from a mobile device)
- **Social Media –** 74% of consumers use social media (Facebook #1)
- **Monitor 3rd party rating/review sites –** provides opportunity for service recovery

92%

of consumers begin their healthcare search online

2019 Healthcare Consumer Trends Survey

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Why the ostrich approach is not best

- The reviews are there..
- A customer who complains and is satisfied is 30% more loyal than a noncomplainant and 50% more loyal than a dissatisfied complainant
- Responding can help them change their review

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Overall strategy for combating reviews online

- Respond, respond respond.
  - Work to take the conversation off line
- Find a way to monitor when reviews are left
  - Many services offer this.
  - At minimum set up a google alert.
- Encourage people to leave positive reviews on 3rd party sites

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But how do I respond??

Laney Mullen
Local Guide · 32 reviews · 7 photos
★★★★★ 3 months ago
From the moment I went in for an unscheduled tour I was blown away! My mom needed a stay after being in the hospital. The physical therapy room is incredible. Residents were clean and cared for. Many were socializing and out of their rooms. The food is good and the facility itself is beautiful. We were thrilled. If there were more stars to give I would.

- How do you respond:
  - Hello Laney, We appreciate you taking the time to provide us with a review of your experience. I am pleased to hear that our team made your experience pleasant.

William Chamberlain
8 reviews
★★★★★ 10 months ago

- How do you respond:
  - Thank you for your rating! We are proud of the high quality service we provide.

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But how do I respond??

Stacy Stephens
1 review
★★☆☆☆ 7 months ago
The facility was nice and the staffs are polite, they seemed to really care about the patient.

The only problem I have seen was the nurses, They were rude to their NA's. Some nurses should be investigated. But overall it a good place for rehabilitation and recovery.

4

- How do you respond:
  - Hello Stacy, allow us to take a closer look at this for you. Please contact us at jcarpenter@nrchealth.com with your information so we're able to best assist you. Thank you

Kali Sparks
★☆☆☆☆ 7 months ago

- How do you respond:
  - Hello Kali, I'm sorry that you were disappointed with your experience. If you could let us know how we could improve, we would appreciate the opportunity to make it right. Thank you.

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Use case: reputation monitoring in long term care

The goal:

- **Manage brand reputation** within their market and drive more traffic to their website
- **Immediate Service Recovery** by responding to negative reviews
- **Foster a culture of accountability** within their organization and community

In the first three months:

226%
Increase in Reviews

2.4 – 3.5
★★★★★
20% Increase in average Star Ratings

5-9%
The difference in one star average can lead to 5-9% difference in revenues

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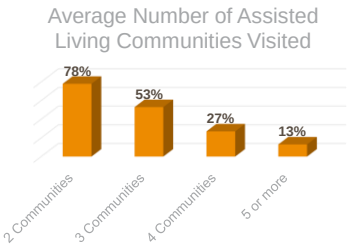
CONSIDERATION

Tour

Feedback goals:

- First impressions
- What's important to you
- How'd they hear about us
- Likelihood to move-in
- Open ended feedback
- Immediate Service Recovery



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Case Study: Real-Time Feedback Post Tour

The goal:

- **Gain New Residents** through responding to tour feedback
- **Immediate Service Recovery** by responding to tour feedback concerns
- **More Immediate Outreach** within their organization and community

In the first three months:

$416K
Dollars gained from service recovery

74%
Detractor move-in rate due to service recovery efforts

24 – 48
Hours outreach occurs

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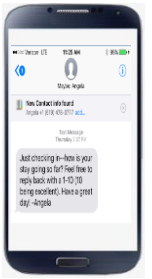
ENGAGEMENT

Move-In / Admission

Feedback goals:

- **How was the transition of care**
- **Reason for choosing**
- **Referral source**
- **First impressions**
- **Open ended feedback** – provides opportunity for early service recovery



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SERVICE

N = 1 Experience

The goal:

- Contact 100% of your customers – Long-Stay Resident/Family and Short-Stay Patient
- Personalized Preferences – Embrace Technology (Email, text, phone or mail)
- Open ended Question
- Service Recovery – Follow-up ASAP
- Ask for 3rd party reviews

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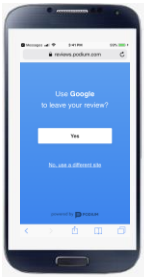
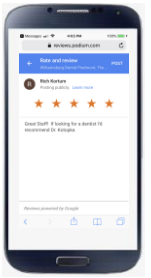
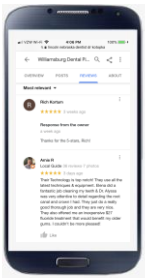
Seeking reviews from your customers







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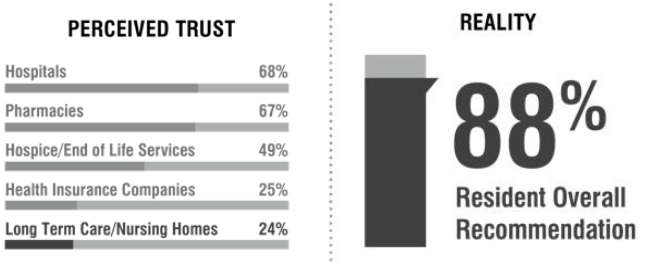
LOYALTY

Share Your Data!!!



SOURCE: NRC's Market Insights survey, national consumer results, 2012-2015, n size = 395,147, Top 2 Box only

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Use case: Publishing Ratings/Reviews in Long Term Care

4.4%

Census growth

3%

Increase in satisfaction scores

826%

Percent increase in visible star ratings in Google Search

5-9%

The difference in one star average can lead to 5-9% difference in revenues

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Rethinking Voice of Consumer Programs

	TODAY		TOMORROW
Program Focus	Obtaining a score to measure the experience	→	Uncovering insights to improve the experience
Feedback Sources	Mostly surveys	→	Integration of survey, operational and CRM data
Focus of Analysis	Survey Responses	→	Drivers of loyalty (and disloyalty) across continuum + data sources
Survey Design	Detailed multiple-choice questions	→	Targeted open-ended questions
Action Items	Reactive, based on what happened	→	Proactive, based on anticipating what will happen

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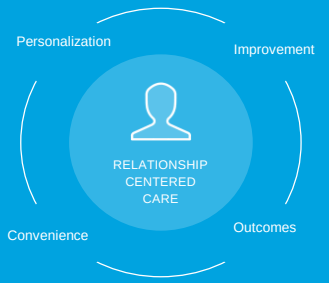
We need to think differently



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