

# Building Reputation & The Influence Of Trust: The Centerstone Case Study

February 20, 2024 | 1:00 pm ET

**Note:** The following text was transcribed using Otter.ai. Any misspellings and typos are a result of that service being used.

Welcome to our weekly Open Mind Circle, round table.

Hello, everyone.

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00:00:04.435 --> 00:00:05.595

My name is Corey Thornton.

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00:00:05.595 --> 00:00:07.435

I'm the senior editor here at Open Minds,

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00:00:07.435 --> 00:00:10.035

and welcome to today's Circle, executive Roundtable

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00:00:10.835 --> 00:00:12.915

Building Reputation and the Influence of Trust,

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00:00:12.915 --> 00:00:14.155

the Centerstone case study.

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00:00:14.305 --> 00:00:17.475

Today's Roundtable features Sarah Bolden, vice President

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00:00:17.475 --> 00:00:18.955

of Strategic Marketing at Centerstone.

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00:00:19.165 --> 00:00:21.875

Sarah is a strategic market leader with more than 14 years

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00:00:21.875 --> 00:00:24.435

of experience in healthcare, spanning roles in insurance,

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00:00:24.835 --> 00:00:26.435

software, legal, and technical support.

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00:00:26.845 --> 00:00:28.515

Since transitioning into marketing,

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00:00:28.515 --> 00:00:31.155

she has focused on enhancing digital patient acquisition

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00:00:31.155 --> 00:00:33.275

strategies and the consumer experience.

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00:00:34.095 --> 00:00:35.635

She is joined by John L. Reed,

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00:00:35.645 --> 00:00:37.475

chief Marketing Officer at Centerstone.

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00:00:37.825 --> 00:00:39.035

John L leads strategy

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00:00:39.035 --> 00:00:41.475

and oversight for Centerstone's branding, communications,

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00:00:41.475 --> 00:00:45.155

grant writing, national policy before Referral marketing.

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00:00:45.695 --> 00:00:48.035

She joined Centerstone as Vice President of Public Affairs

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00:00:48.055 --> 00:00:49.635

and Marketing in 2018.

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00:00:49.975 --> 00:00:52.395

Before we get started, I have a few housekeeping reminders.

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00:00:52.395 --> 00:00:54.075

Your audio is muted for today's briefing.

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00:00:54.075 --> 00:00:55.875

However, if you have any questions, I encourage you

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00:00:55.875 --> 00:00:58.315

to submit those using the question box located

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00:00:58.315 --> 00:00:59.395

on the right side of your screen.

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00:01:00.015 --> 00:01:01.835

And finally, the slides in the recording

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00:01:01.835 --> 00:01:03.595

for today's round table will be archived

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00:01:03.595 --> 00:01:05.195

and available for subscription members

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00:01:05.505 --> 00:01:07.435

with the Open Minds website starting tomorrow.

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00:01:07.895 --> 00:01:09.355

And with that here, Sarah and John L

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00:01:19.625 --> 00:01:22.125

Excuse me, Sarah, uh, your audio,

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00:01:27.045 --> 00:01:28.145

it seems I've lost you.

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00:01:34.345 --> 00:01:35.355

John L can you hear her?

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00:01:36.655 --> 00:01:38.095

I cannot. Can you hear me?

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00:01:39.355 --> 00:01:42.635

Yes. Sorry, folks. We have a technical difficulty.

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00:01:42.685 --> 00:01:43.915

We'll be sorted out shortly.

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00:02:32.335 --> 00:02:33.335

No, I don't believe so.

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00:03:12.925 --> 00:03:15.495

What about now? Yes. Yes. Okay.

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00:03:15.625 --> 00:03:17.735

Don't know what that was about. We te we tested this

41

00:03:17.735 --> 00:03:19.415

before we got on here to work just fine.

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00:03:19.595 --> 00:03:21.615

So, uh, many apologies,

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00:03:21.835 --> 00:03:24.415

but, uh, all I was saying was Corey, thank you so much for

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00:03:24.415 --> 00:03:25.495

that lovely introduction.

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00:03:27.685 --> 00:03:30.225

Um, as he mentioned, my name is Sarah Boldin.

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00:03:30.225 --> 00:03:33.945

Happy to be here today. Um, I'm gonna kick it off, uh,

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00:03:34.205 --> 00:03:35.345

by just talking a little bit.

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00:03:35.465 --> 00:03:37.105

I like to start all of my presentations

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00:03:37.175 --> 00:03:41.465

with why reputation matters, um, in, in our space.

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00:03:41.645 --> 00:03:45.705

And so, uh, I I like to tell people that reputation is what,

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00:03:45.805 --> 00:03:47.865

uh, people think when they hear, think,

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00:03:47.865 --> 00:03:50.585

and feel when they hear, um, your name.

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00:03:50.805 --> 00:03:54.345

And so a lot of things go into that, uh,

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00:03:54.355 --> 00:03:55.665

which I've broken down here.

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00:03:55.885 --> 00:03:57.785

Uh, primarily trust and credibility.

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00:03:58.005 --> 00:04:01.225

So patients and families wanna be able to, um,

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00:04:01.455 --> 00:04:03.025

pick a provider that they trust.

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00:04:04.205 --> 00:04:06.785

Um, we wanna be able to attract patients,

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00:04:06.845 --> 00:04:10.305

and so having a strong reputation, uh, gives people, again,

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00:04:10.305 --> 00:04:12.385

that trust in coming to see you.

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00:04:13.165 --> 00:04:16.265

Um, it's no, uh, it's no secret

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00:04:16.415 --> 00:04:19.505

that in this industry there is a workforce challenge

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00:04:19.725 --> 00:04:22.665

and it's only going to get worse in years to come.

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00:04:22.925 --> 00:04:24.905

So, uh, making sure that we're recruiting

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00:04:24.905 --> 00:04:27.665

and retaining staff, um, is helped

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00:04:27.765 --> 00:04:31.345

by having a strong reputation as a, a great place to work

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00:04:31.405 --> 00:04:33.305

and a great provider of care.

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00:04:34.165 --> 00:04:36.945

Um, partnerships and funding.

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00:04:37.135 --> 00:04:40.345

Just people want to be able to send their folks

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00:04:40.565 --> 00:04:44.425

to a provider that is, uh, has a good reputation

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00:04:44.845 --> 00:04:48.625

and provides wonderful care, uh, influence in policy

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00:04:49.165 --> 00:04:50.265

and advocacy.

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00:04:50.885 --> 00:04:54.225

You get to sit at the table based on your reputation.

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00:04:54.325 --> 00:04:56.025

You get invited to the discussions

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00:04:56.025 --> 00:04:57.625

that help influence these things.

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00:04:57.725 --> 00:05:01.465

If you have a strong reputation, um, organizations

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00:05:01.465 --> 00:05:03.785

with a strong reputation also recover

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00:05:03.785 --> 00:05:05.025

more easily from crisis.

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00:05:05.185 --> 00:05:07.225

Unfortunately, the reality of the industry

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00:05:07.225 --> 00:05:08.585  
that we work in is we're all going

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00:05:08.585 --> 00:05:10.105  
to experience something at some point.

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00:05:10.405 --> 00:05:13.865  
And, um, it just adds resilience to your organization

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00:05:13.885 --> 00:05:16.665  
to be able to bounce back if you have a strong reputation.

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00:05:17.285 --> 00:05:21.585  
And then finally, um, standing out in a competitive market,

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00:05:21.585 --> 00:05:24.705  
people are constantly coming into our industry now.

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00:05:25.365 --> 00:05:27.795  
And, uh, something

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00:05:27.795 --> 00:05:30.915  
that we can really hang our hat on is being, um,

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00:05:31.965 --> 00:05:34.195  
being an organization who's been here for a long time

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00:05:34.195 --> 00:05:36.115  
because we've built that strong reputation.

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00:05:36.215 --> 00:05:38.315  
And so, just to set the tone, um,

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00:05:38.315 --> 00:05:39.515  
when we talk about reputation,

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00:05:39.655 --> 00:05:41.515  
it encompasses all of these things here.

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00:05:42.335 --> 00:05:46.275

Um, and, and we're excited

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00:05:46.275 --> 00:05:47.875  
to dig into what that means.

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00:05:49.315 --> 00:05:50.415  
So I'm gonna hand it over

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00:05:50.415 --> 00:05:52.655  
to John I now she's gonna talk a little bit about

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00:05:52.845 --> 00:05:55.335  
what our starting point was, um,

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00:05:55.805 --> 00:05:57.015  
when she joined Centerstone.

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00:05:59.015 --> 00:06:01.705  
Sure. Thank you, Sarah. So when, when I came on board

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00:06:01.705 --> 00:06:02.745  
to Centerstone, Centerstone

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00:06:06.945 --> 00:06:07.825  
Hospital, large Healthcare.

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00:06:09.035 --> 00:06:11.375  
And so what I found out really quickly in the,

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00:06:11.375 --> 00:06:15.775  
in the Centerstone not-for-profit space, excuse me, was

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00:06:15.775 --> 00:06:17.535  
that we hadn't paid a lot of attention

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00:06:18.155 --> 00:06:19.495  
to competitive advantage.

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00:06:20.075 --> 00:06:23.015  
Um, a lot of the, for, for you guys, the same thing.

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00:06:23.135 --> 00:06:25.855



A lot of the, the people that we cared for

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00:06:25.915 --> 00:06:28.855

or the, the spaces that we occupied in the industry were

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00:06:28.855 --> 00:06:30.135

taking care of Medicaid

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00:06:30.155 --> 00:06:31.935

or those that didn't have private insurance.

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00:06:32.635 --> 00:06:34.135

Um, and so what we found is that

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00:06:34.845 --> 00:06:37.495

competition wasn't really an issue, um,

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00:06:37.955 --> 00:06:40.495

or wasn't one that we paid a lot of attention to as we saw

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00:06:40.495 --> 00:06:41.615

that change.

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00:06:41.885 --> 00:06:44.455

Like all of you guys have done this, have done as well

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00:06:45.045 --> 00:06:49.175

with different entrants into the market from from for-profit

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00:06:49.695 --> 00:06:51.495

entities to private equity backed entities.

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00:06:51.495 --> 00:06:54.215

There's, there's, there's a lot of competition to space.

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00:06:54.905 --> 00:06:56.765

And so we started looking at our reputation.

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00:06:57.345 --> 00:07:01.565

Um, what I found initially was we didn't have one really,

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00:07:01.635 --> 00:07:04.125

even though Centerstone had been around for almost 30 years,

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00:07:04.415 --> 00:07:08.285

40 years at that time, we really didn't have a reputation

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00:07:08.285 --> 00:07:09.885

to speak of if you were to search us online.

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00:07:10.505 --> 00:07:13.045

We were hard to find, even though we were at

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00:07:13.045 --> 00:07:14.605

that time in I think four states.

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00:07:15.105 --> 00:07:16.885

We were doing some nationwide work.

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00:07:17.505 --> 00:07:19.725

Um, the brand had been around for a long time.

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00:07:20.195 --> 00:07:21.845

When you searched us, we didn't come up.

129

00:07:22.265 --> 00:07:24.805

Um, and if, if you did find us in the second

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00:07:24.825 --> 00:07:27.245

or third pages of, of the results there,

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00:07:27.825 --> 00:07:29.845

we didn't have any star ratings.

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00:07:29.845 --> 00:07:31.965

There was very little set about us online.

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00:07:32.745 --> 00:07:35.785

Um, so we needed, the first thing we needed to do was to,

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00:07:36.165 --> 00:07:38.385

in order to start monitoring our reputation or,

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00:07:38.445 --> 00:07:43.185

or actioning it and sharing the, the progress or,

136

00:07:43.245 --> 00:07:46.025

or barriers that we found was to get one.

137

00:07:46.605 --> 00:07:48.585

Um, so, so that we could start monitoring.

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00:07:48.605 --> 00:07:50.225

So we started with a

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00:07:50.305 --> 00:07:52.425

and I think Sarah, you're gonna talk about the pilot project

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00:07:52.535 --> 00:07:54.745

with, with, um, NPS in a minute.

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00:07:55.245 --> 00:07:57.625

Um, I'll talk about when, when she gets to that slide,

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00:07:57.625 --> 00:07:59.065

I'll tell you how we started it

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00:07:59.485 --> 00:08:00.945

and then show you a little bit about

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00:08:00.945 --> 00:08:02.345

what it's burned into since then.

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00:08:04.455 --> 00:08:07.875

So one of the things that, uh, Johnelle, I wanna reiterate

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00:08:07.875 --> 00:08:10.035

that she said, it wasn't that we had a bad reputation,

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00:08:10.035 --> 00:08:11.755

it was that we just didn't have one at all.

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00:08:12.415 --> 00:08:16.035

Um, and so in order to really process what you do with

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00:08:16.035 --> 00:08:17.475

that information, it's kind of overwhelming.

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00:08:17.485 --> 00:08:18.875

Where do you start? What do you do?

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00:08:19.415 --> 00:08:21.635

Um, we kind of did an audit.

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00:08:21.935 --> 00:08:24.395

We audited everywhere that we could find any mention

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00:08:24.395 --> 00:08:27.955

of Centerstone, and we went out to those places.

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00:08:28.255 --> 00:08:31.195

If it was a space that you could claim or own

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00:08:31.455 --> 00:08:34.755

or gain ownership of, we wanted to make sure that we had

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00:08:34.755 --> 00:08:38.755

that and that we were able to update that, um, from there.

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00:08:39.255 --> 00:08:40.915

Um, and, and when I say that, I mean,

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00:08:40.935 --> 00:08:42.715

it could be everything from our own website

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00:08:42.735 --> 00:08:46.835

to community partner websites to things on samhsa, uh,

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00:08:46.945 --> 00:08:49.475

GuideStar, just anywhere that we might exist online.

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00:08:49.615 --> 00:08:52.435

If you were able to own that space, we wanted to be the ones

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00:08:52.435 --> 00:08:56.205

to own it from there, um, we wanted to be sure

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00:08:56.205 --> 00:08:57.605

that we were consistent in the way

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00:08:57.605 --> 00:08:58.885

that we were talking about ourselves.

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00:08:58.985 --> 00:09:02.365

So it wasn't, you know, centerstone's whatever service

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00:09:02.665 --> 00:09:05.125

or Centerstone in this specific location.

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00:09:05.305 --> 00:09:06.685

We just talked about Centerstone

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00:09:06.785 --> 00:09:09.005

and everywhere that we talked about ourself, we made sure

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00:09:09.025 --> 00:09:12.405

to kind of hit on our key points about a, uh,

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00:09:12.405 --> 00:09:13.885

mental health and addictions care.

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00:09:15.115 --> 00:09:18.175

Um, from there, we also, um,

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00:09:18.565 --> 00:09:20.935

because it's a competitive space, we also knew

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00:09:20.935 --> 00:09:25.205

that we wanted to make sure that our, um, our,

174

00:09:26.735 --> 00:09:28.715

our name was showing up when people were searching.

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00:09:28.775 --> 00:09:30.875

So people aren't searching for center stone by name,

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00:09:30.875 --> 00:09:33.195

but they may be saying things like, I,

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00:09:33.375 --> 00:09:34.715

mental health near me,

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00:09:34.895 --> 00:09:38.955

or, um, therapists, local therapists, or something like that.

179

00:09:38.985 --> 00:09:41.035

They, they're looking for key terms.

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00:09:41.255 --> 00:09:42.475

And so we really wanted

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00:09:42.475 --> 00:09:45.115

to go all in on our search engine optimization.

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00:09:45.815 --> 00:09:49.915

Um, because advertising in this space is highly competitive,

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00:09:50.055 --> 00:09:52.555

we knew that we had to do that in the organic way.

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00:09:53.255 --> 00:09:55.275

Um, and so we really wanted

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00:09:55.275 --> 00:09:57.955

to go all in on search engine optimization so

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00:09:57.955 --> 00:10:00.875

that when you were searching for the types

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00:10:00.895 --> 00:10:02.755

of things we did, we were showing up.

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00:10:03.295 --> 00:10:06.035

Um, and then finally in a, anywhere that you could have,

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00:10:06.575 --> 00:10:08.515

for lack of a better term, like a conversation

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00:10:08.515 --> 00:10:10.995

with a person, there was an opportunity to reply.

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00:10:11.375 --> 00:10:14.635

We knew we wanted to, um, let folks know

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00:10:14.635 --> 00:10:15.835  
that we were listening to them.

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00:10:16.015 --> 00:10:17.635  
So if they were leaving a review,

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00:10:17.695 --> 00:10:19.155  
we wanted to engage with it.

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00:10:19.175 --> 00:10:20.955  
We didn't want it to just go out into the void

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00:10:20.975 --> 00:10:22.235  
and then sit there.

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00:10:22.975 --> 00:10:25.915  
Um, so that was kind of just the, the approach

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00:10:25.945 --> 00:10:28.435  
that we took when trying to get our arms around it.

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00:10:28.435 --> 00:10:30.315  
And it took, it took a while to do,

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00:10:30.375 --> 00:10:34.275  
but, um, it was, it was definitely a, a, a group effort.

201

00:10:36.265 --> 00:10:37.645  
So I'm gonna hand it over to John Ellen.

202

00:10:37.695 --> 00:10:40.365  
She's gonna talk a little bit about, um, our,

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00:10:40.545 --> 00:10:42.525  
our first foray into this process,

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00:10:42.695 --> 00:10:45.445  
which was our Net Promoter Score project.

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00:10:48.585 --> 00:10:51.565

So most of you're familiar with NPS or Net Promoter Score.

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00:10:51.795 --> 00:10:54.165

It's, it's the gold standard really, that,

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00:10:54.165 --> 00:10:56.125

that is used across all industries.

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00:10:56.665 --> 00:10:59.165

Um, you see it in employee engagement surveys,

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00:10:59.225 --> 00:11:01.845

you see it in all kinds of consumer surveys,

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00:11:02.025 --> 00:11:03.605

and it's really willingness to recommend.

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00:11:04.145 --> 00:11:08.935

Um, and so we started with that as the, the basic in,

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00:11:08.935 --> 00:11:11.175

in terms of a way to monitor our reputation

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00:11:11.175 --> 00:11:13.655

and measure it so that we could track, see

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00:11:13.655 --> 00:11:15.015

where it was, and then track it.

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00:11:15.475 --> 00:11:18.695

So we started a pilot program, um, along with our,

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00:11:19.075 --> 00:11:23.045

our research institute at Centerstone to survey folks

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00:11:23.065 --> 00:11:25.125

who were first time patients with Centerstone.

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00:11:25.505 --> 00:11:28.205

We set up some parameters around, um,

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00:11:28.625 --> 00:11:30.485



and a lot of this was kind of a shot in the dark.

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00:11:30.825 --> 00:11:32.765

We, we thought, okay, we wanna talk to people

221

00:11:32.825 --> 00:11:36.345

who have been a first time patient three days

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00:11:36.345 --> 00:11:37.465

after their first visit.

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00:11:37.705 --> 00:11:39.145

I could have that wrong. It may have been two.

224

00:11:39.565 --> 00:11:41.945

Um, and we did it with survey questions

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00:11:41.945 --> 00:11:45.225

that were carefully crafted with our research folks.

226

00:11:45.765 --> 00:11:47.145

Um, and we did it by phone.

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00:11:47.915 --> 00:11:49.415

And so we did that for a couple of years.

228

00:11:49.555 --> 00:11:52.135

We, it stayed in pilot phase, um,

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00:11:52.155 --> 00:11:56.015

and watched our NPS score emerge first,

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00:11:56.195 --> 00:11:57.455

and then watched it progress.

231

00:11:58.145 --> 00:12:00.845

And it wasn't, it wouldn't be hard to figure

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00:12:00.875 --> 00:12:02.325

that there were a lot of barriers

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00:12:02.555 --> 00:12:04.365

with the way we were doing it, the fact

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00:12:04.365 --> 00:12:05.605  
that we were doing it by telephone.

235

00:12:06.145 --> 00:12:08.365  
Um, we got some really good information.

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00:12:08.545 --> 00:12:09.725  
We got some information about

237

00:12:10.035 --> 00:12:11.925  
what the patient experience was like.

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00:12:12.545 --> 00:12:15.005  
Um, we were able to, to call it down and,

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00:12:15.065 --> 00:12:18.245  
and identify an NPS score that we could track

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00:12:18.625 --> 00:12:20.885  
and share with operations leaders, which was important.

241

00:12:21.705 --> 00:12:24.965  
It gave us some information from a really high level about

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00:12:25.245 --> 00:12:28.315  
barriers that might exist, whether it's the facilities

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00:12:28.315 --> 00:12:30.315  
themselves, whether it's front office staff.

244

00:12:30.475 --> 00:12:31.835  
We've had some questions like that,

245

00:12:31.895 --> 00:12:33.915  
but we, we could dig into a little,

246

00:12:34.155 --> 00:12:35.795  
a few layers, but not very deep.

247

00:12:36.415 --> 00:12:39.835

Um, but primarily really focusing on the movement

248

00:12:40.175 --> 00:12:42.795

of the NPS score, that willingness to recommend.

249

00:12:43.515 --> 00:12:46.855

Um, we knew once that project was over,

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00:12:47.315 --> 00:12:48.815

we wanted to go deeper.

251

00:12:49.875 --> 00:12:52.815

We had identified throughout that project, gosh,

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00:12:52.835 --> 00:12:54.055

it would be nice to know this,

253

00:12:54.075 --> 00:12:55.775

or It would be nice to be able to learn this

254

00:12:56.195 --> 00:12:57.655

or parse the data this way

255

00:12:58.075 --> 00:13:01.495

and share these bits, um, with, with different operators

256

00:13:02.035 --> 00:13:03.455

to be able to identify barriers.

257

00:13:04.125 --> 00:13:06.575

Gosh, there were so many opportunities to, to lift up

258

00:13:07.185 --> 00:13:09.935

staff members who had done a remarkable job that,

259

00:13:09.935 --> 00:13:11.135

that when we were doing the

260

00:13:11.135 --> 00:13:12.335

surveys, we would hear about that.

261

00:13:12.625 --> 00:13:15.175

There were lots of opportunities to raise those kinds of,

262

00:13:15.665 --> 00:13:16.695  
those triumphs.

263

00:13:16.695 --> 00:13:18.855  
But then also the challenges that we had in terms

264

00:13:18.855 --> 00:13:21.175  
of the operations for improvements that we made.

265

00:13:25.005 --> 00:13:27.025  
Um, so John I did hit on a couple of these,

266

00:13:27.205 --> 00:13:29.705  
but just wanted to break it down a little bit further.

267

00:13:29.885 --> 00:13:31.265  
So the survey revolt, uh,

268

00:13:31.265 --> 00:13:33.705  
results brought some operational barriers to light,

269

00:13:33.705 --> 00:13:36.385  
which started conversations for improvement.

270

00:13:36.805 --> 00:13:39.105  
Um, but the information lacked the nuance

271

00:13:39.105 --> 00:13:40.185  
that we were looking for.

272

00:13:40.485 --> 00:13:43.545  
Um, you know, every location is gonna be slightly different.

273

00:13:43.545 --> 00:13:45.665  
Everything is going to kind of,

274

00:13:47.055 --> 00:13:49.025  
what we found is we just wanted a little bit more.

275

00:13:49.685 --> 00:13:51.665

Um, one of the major challenges

276

00:13:51.665 --> 00:13:53.945

of this was just surveying patients by phone.

277

00:13:54.055 --> 00:13:57.865

It's, it's, it's hard to scale that it's labor intensive

278

00:13:58.325 --> 00:13:59.905

and the participation rates

279

00:13:59.925 --> 00:14:00.545

of people even

280

00:14:00.545 --> 00:14:01.745

answering their phone, I don't know about you.

281

00:14:01.985 --> 00:14:03.145

I don't answer my phone if I

282

00:14:03.145 --> 00:14:04.265

don't recognize the phone number.

283

00:14:04.765 --> 00:14:07.585

So, um, it definitely had some challenges.

284

00:14:07.585 --> 00:14:09.865

And while we got great information, we knew

285

00:14:09.865 --> 00:14:11.465

that when the funding for the project ended,

286

00:14:11.605 --> 00:14:14.385

we wanted something a little bit more data rich, um,

287

00:14:14.385 --> 00:14:17.345

that would allow us to, um, dig deeper.

288

00:14:18.045 --> 00:14:21.625

And so, uh, here were some of the things, again, uh, similar

289

00:14:21.625 --> 00:14:23.465

to what John L said that we were looking for.

290

00:14:23.725 --> 00:14:25.465

We knew we wanted something that was a little bit more

291

00:14:25.465 --> 00:14:27.585

robust and actionable, um,

292

00:14:28.005 --> 00:14:31.025

and something that could be, uh, administered digitally.

293

00:14:31.025 --> 00:14:33.185

Because I think there was a time where we were even like,

294

00:14:33.215 --> 00:14:34.705

mailing things to people's house,

295

00:14:34.725 --> 00:14:36.065

and then they would have to mail it back

296

00:14:36.065 --> 00:14:37.865

to us in a pre-stamped envelope.

297

00:14:38.445 --> 00:14:41.945

Um, we wanted deeper insights so that we could dig,

298

00:14:42.085 --> 00:14:45.385

dig into the, the, the things that we were finding

299

00:14:45.405 --> 00:14:46.825

and find out is this systematic,

300

00:14:46.885 --> 00:14:48.265

is this a specific location?

301

00:14:48.325 --> 00:14:50.025

Things like that. Um,

302

00:14:50.125 --> 00:14:53.685

and we wanted to make sure that whatever the next iteration

303

00:14:53.685 --> 00:14:57.165

of this project was, was going to help establish, um,

304

00:14:57.305 --> 00:15:01.045

our reputation as one of patient satisfaction, right?

305

00:15:01.105 --> 00:15:03.605

So we didn't wanna just get the information we wanted to,

306

00:15:03.605 --> 00:15:05.965

like, take actions on it and like move forward.

307

00:15:08.225 --> 00:15:11.525

So that brought us to the program that we're, uh,

308

00:15:11.575 --> 00:15:13.325

under present day, um,

309

00:15:13.495 --> 00:15:16.005

which is our repu online reputation program.

310

00:15:17.795 --> 00:15:19.575

So there were a couple of considerations.

311

00:15:19.675 --> 00:15:23.935

We knew we wanted a platform that we could, uh, dig into,

312

00:15:24.355 --> 00:15:27.055

um, that would help us do this instead of having

313

00:15:27.055 --> 00:15:28.655

to manage this in different pockets

314

00:15:28.655 --> 00:15:31.415

through different platforms and logging into direct sources.

315

00:15:32.275 --> 00:15:34.095

Um, and so there were a handful of things

316

00:15:34.095 --> 00:15:35.375

that we knew we were looking for.

317

00:15:35.955 --> 00:15:38.295

We wanted an, uh, a, we wanted something

318

00:15:38.295 --> 00:15:41.415

that was HIPAA compliant, healthcare specific, uh, and,

319

00:15:41.435 --> 00:15:42.655

and highly secure

320

00:15:42.655 --> 00:15:44.295

because you never know what people are going

321

00:15:44.295 --> 00:15:45.415

to write out there if they're going

322

00:15:45.415 --> 00:15:46.615

to share patient information

323

00:15:46.615 --> 00:15:47.935

and what that's gonna look like.

324

00:15:48.795 --> 00:15:50.775

Um, we wanted something that allowed us

325

00:15:50.775 --> 00:15:52.415

to have multi-platform monitoring.

326

00:15:52.435 --> 00:15:55.055

So not just logging into, for example,

327

00:15:55.205 --> 00:15:57.175

your Yelp account and looking at things.

328

00:15:57.675 --> 00:16:00.455

We wanted to be able to pull a lot of, uh, a lot

329

00:16:00.455 --> 00:16:03.375

of sources into one location that we could easily monitor.

330

00:16:04.275 --> 00:16:08.015

Um, and then also multiple location management.

331

00:16:08.075 --> 00:16:10.415



So Centerstone has many clinics,

332

00:16:10.435 --> 00:16:12.335

and so we wanted to be able to look at all

333

00:16:12.335 --> 00:16:14.415

of the clinics in a singular, uh, view.

334

00:16:15.795 --> 00:16:18.215

We also wanted some reporting, some reporting

335

00:16:18.215 --> 00:16:20.415

that gave us sentiment that let us know kind of

336

00:16:20.415 --> 00:16:22.015

how we were doing and how we were moving.

337

00:16:22.075 --> 00:16:23.215

And so benchmarking

338

00:16:23.215 --> 00:16:25.295

and things like that were gonna be really important.

339

00:16:26.275 --> 00:16:30.415

Um, and, uh, as much of this that we could automate

340

00:16:30.595 --> 00:16:34.525

and route around digitally, uh, as we could.

341

00:16:35.065 --> 00:16:36.445

Um, added bonus,

342

00:16:37.005 --> 00:16:39.845

I personally wanted a user friendly dashboard and interface.

343

00:16:40.345 --> 00:16:42.525

Um, and I wanted something that sent instant alerts.

344

00:16:42.525 --> 00:16:44.245

I didn't wanna have to remember to log in

345

00:16:44.265 --> 00:16:45.565

and check the alerts.

346

00:16:45.725 --> 00:16:47.525

I wanted emails to come to me to say,

347

00:16:47.715 --> 00:16:49.325

something needs action right now.

348

00:16:50.145 --> 00:16:51.845

Um, and so we went out

349

00:16:51.845 --> 00:16:53.445

and looked at a couple of different partners.

350

00:16:53.505 --> 00:16:55.125

We ultimately selected, uh,

351

00:16:55.545 --> 00:16:57.005

the first partner that we went with.

352

00:16:57.345 --> 00:17:00.685

Um, and as we were getting ramped up with that, we knew

353

00:17:00.685 --> 00:17:02.565

that we needed to establish some goals.

354

00:17:02.595 --> 00:17:04.925

Like what were we hoping to accomplish,

355

00:17:05.625 --> 00:17:07.125

um, with this project.

356

00:17:07.905 --> 00:17:10.845

And so our first goal was to increase the number of reviews.

357

00:17:11.065 --> 00:17:13.525

So in a lot of places, we didn't have reviews

358

00:17:13.665 --> 00:17:14.845

or the places that we did.

359

00:17:14.945 --> 00:17:17.485

It may be like a three star review with no comments

360

00:17:17.705 --> 00:17:18.925  
or a negative comment.

361

00:17:19.665 --> 00:17:22.965  
Um, the idea behind getting more reviews is

362

00:17:22.965 --> 00:17:25.845  
that Google helps PRI or Google prioritizes.

363

00:17:26.665 --> 00:17:29.565  
Um, and I say, Google, all search engines do this,

364

00:17:29.565 --> 00:17:32.405  
but Google is like 90% share for us specifically.

365

00:17:32.505 --> 00:17:34.205  
So, so when I say Google, just know

366

00:17:34.205 --> 00:17:35.845  
that I'm talking about all search engines.

367

00:17:36.345 --> 00:17:38.565  
Um, we just focus primarily on Google since it's kind

368

00:17:38.565 --> 00:17:40.325  
of the, the lion's share.

369

00:17:41.625 --> 00:17:45.575  
But, um, so when,

370

00:17:45.845 --> 00:17:50.285  
when you have more reviews, um, and respond to those reviews

371

00:17:50.385 --> 00:17:54.205  
and show that you're an active business on your listings,

372

00:17:54.205 --> 00:17:56.845  
Google starts to move you up the search results.

373

00:17:57.025 --> 00:18:00.445

So going from page three to page one is a really big deal,

374

00:18:00.505 --> 00:18:02.325

and you can do that by getting more reviews.

375

00:18:03.405 --> 00:18:06.145

Um, we wanted to go from kind of no score

376

00:18:06.285 --> 00:18:08.345

to an improved better score.

377

00:18:08.445 --> 00:18:11.865

And so that was kind of goal number two was baseline score,

378

00:18:11.965 --> 00:18:15.265

and then how do we move that to attract more patients?

379

00:18:16.005 --> 00:18:20.025

Um, and again, move our search results up the, uh, the

380

00:18:20.765 --> 00:18:22.265

search engine results page.

381

00:18:22.605 --> 00:18:25.505

And then finally, we wanted to, I think I said earlier,

382

00:18:26.125 --> 00:18:27.385

uh, drive engagement.

383

00:18:27.405 --> 00:18:29.305

So we didn't want it to be people shouting

384

00:18:29.365 --> 00:18:30.785

and to avoid leaving comments.

385

00:18:31.045 --> 00:18:32.585

We wanted to develop a strategy

386

00:18:32.585 --> 00:18:34.265

that would help humanize our brand.

387

00:18:34.405 --> 00:18:37.825

We wanted to show people that we did value the feedback

388

00:18:37.825 --> 00:18:40.465

that they were giving us, and we were gonna take action,

389

00:18:41.105 --> 00:18:42.865

whatever that looked like for that situation.

390

00:18:45.715 --> 00:18:47.775

So once we established our goals,

391

00:18:48.115 --> 00:18:49.335

we needed to roll this out.

392

00:18:49.475 --> 00:18:51.895

Now, I want to be so clear when I say this,

393

00:18:52.095 --> 00:18:53.215

'cause this is really important.

394

00:18:53.905 --> 00:18:56.455

Reputation is not just a marketing initiative.

395

00:18:56.795 --> 00:18:59.935

It is everybody's responsibility from the person at the

396

00:18:59.935 --> 00:19:03.175

front desk to, uh, the therapist that you're seeing.

397

00:19:03.385 --> 00:19:05.855

Every single person plays a part in your

398

00:19:05.875 --> 00:19:08.095

organization's reputation.

399

00:19:08.795 --> 00:19:12.095

Um, and marketing is helping facilitate that.

400

00:19:12.155 --> 00:19:16.095

And so when we started this project, we really did a lot

401

00:19:16.095 --> 00:19:19.175

of work with our familiarizing, our leaders with the project

402

00:19:19.195 --> 00:19:20.255

and why it matters,

403

00:19:20.955 --> 00:19:25.375

and how our staff, um, at all levels could impact our kind

404

00:19:25.375 --> 00:19:27.535

of, um, our goals and things.

405

00:19:28.085 --> 00:19:30.815

Once we got people starting to understand

406

00:19:30.815 --> 00:19:34.495

what we were trying to do, um, we needed a way to get the,

407

00:19:35.115 --> 00:19:37.135

uh, reviews in front of the patients.

408

00:19:37.155 --> 00:19:39.495

And so, or the, the surveys in front of the patients.

409

00:19:39.595 --> 00:19:41.855

And so we developed a survey.

410

00:19:42.355 --> 00:19:44.895

We put posters in all of our patient facing areas,

411

00:19:44.965 --> 00:19:48.175

from our waiting rooms to our bathrooms, to our actual,

412

00:19:48.355 --> 00:19:50.015

the rooms where therapy, um,

413

00:19:50.115 --> 00:19:51.655

and services are being rendered.

414

00:19:52.155 --> 00:19:55.335

And we posted them, uh, with like a QR code

415

00:19:55.395 --> 00:19:58.415

and just A-A-U-R-L that would take you to a survey

416

00:19:58.415 --> 00:20:00.455

because our patients were very comfortable

417

00:20:00.455 --> 00:20:01.695

with us surveying them.

418

00:20:02.195 --> 00:20:04.575

Um, we weren't sure how they would feel about us just

419

00:20:04.575 --> 00:20:06.055

saying, leave us a Google review,

420

00:20:06.055 --> 00:20:08.375

because not everybody wants to post on,

421

00:20:08.475 --> 00:20:09.775

on a public forum saying,

422

00:20:10.015 --> 00:20:12.135

I receive mental health services, right?

423

00:20:12.835 --> 00:20:14.655

And so at the end of the survey,

424

00:20:14.755 --> 00:20:18.135

people were given the option to leave feedback on Google,

425

00:20:18.635 --> 00:20:21.375

and if they chose to do so, then it would take them out

426

00:20:21.375 --> 00:20:23.295

to the platform where they could post.

427

00:20:24.435 --> 00:20:27.255

Um, so once you get the feedback, what do you do with it?

428

00:20:27.405 --> 00:20:31.335

Well, we learned very quickly that, like I said,

429

00:20:31.335 --> 00:20:34.335

this is a multi-department, uh, effort,

430

00:20:34.435 --> 00:20:37.775

but having a decision tree of what to do

431

00:20:37.775 --> 00:20:40.335

with the feedback you get is crucial, right?

432

00:20:40.475 --> 00:20:43.415

So somebody leaves a positive review, you say thank you,

433

00:20:43.475 --> 00:20:45.175

that's, that's pretty straightforward.

434

00:20:45.315 --> 00:20:47.925

But when you get a negative review, that nuance

435

00:20:47.925 --> 00:20:50.845

that we're looking at means that there could be any number

436

00:20:50.905 --> 00:20:55.765

of people who need to jump in, um, to help resolve that.

437

00:20:56.265 --> 00:20:58.365

So that can be our quality team,

438

00:20:58.665 --> 00:21:00.325

it can be our operations team,

439

00:21:00.825 --> 00:21:02.445

it can even be our compliance team.

440

00:21:02.465 --> 00:21:06.205

And so we kind of developed over time, um,

441

00:21:06.475 --> 00:21:09.525

through partnership in all of our, our locations, kind

442

00:21:09.525 --> 00:21:13.645

of this decision tree of if a review mentions this,

443

00:21:14.585 --> 00:21:16.845



tag these people in, if a review mentions this,

444

00:21:17.025 --> 00:21:21.405

tag these people in so that we could get to, um, a

445

00:21:23.505 --> 00:21:26.705

compliant resolution on that public platform

446

00:21:27.045 --> 00:21:28.985

to basically take the conversation offline

447

00:21:29.085 --> 00:21:32.585

and get the person with a negative comment to someone

448

00:21:32.685 --> 00:21:34.105

who is empowered to help them.

449

00:21:34.685 --> 00:21:37.585

Um, and that's a really important part is if you are going

450

00:21:37.645 --> 00:21:39.425

to respond to your negative reviews,

451

00:21:39.645 --> 00:21:42.305

making sure you're getting them to somebody to

452

00:21:42.365 --> 00:21:45.225

who is empowered to help the situation.

453

00:21:47.495 --> 00:21:51.085

So that was a pretty high level, but what did we learn?

454

00:21:51.745 --> 00:21:55.485

Um, when we started the project, we suspected that

455

00:21:56.075 --> 00:21:59.485

getting more reviews would yield more positive reviews.

456

00:22:00.065 --> 00:22:02.165

Um, typically people don't go out online

457

00:22:02.625 --> 00:22:04.125

and leave a positive review.

458

00:22:04.745 --> 00:22:08.205

Um, they're generally complaining, so if you don't ask them

459

00:22:08.205 --> 00:22:09.005

for the positive reviews,

460

00:22:09.005 --> 00:22:10.405

they're probably not thinking about it.

461

00:22:10.985 --> 00:22:14.525

Um, we thought our, our, um,

462

00:22:17.115 --> 00:22:18.575

I'm blanking on the word I'm looking for here,

463

00:22:18.595 --> 00:22:21.895

but we, we suspected that if we were going to do this,

464

00:22:21.995 --> 00:22:23.815

we would see more positive reviews

465

00:22:24.235 --> 00:22:25.615

and that would help our star rating.

466

00:22:25.755 --> 00:22:28.735

And from 2020 to 2024, that's what we saw.

467

00:22:29.195 --> 00:22:30.415

We improved our star rating

468

00:22:30.475 --> 00:22:32.535

and number of you reviews quite a bit.

469

00:22:33.515 --> 00:22:36.745

So high level, what did we learn?

470

00:22:37.165 --> 00:22:40.145

Um, shaping an online presence takes a long time.

471

00:22:40.305 --> 00:22:44.185

I think we started our overall like journey with this, um,

472

00:22:44.505 --> 00:22:45.865  
sometime in late 2016.

473

00:22:46.485 --> 00:22:49.505  
Um, and it's still something that we work on consistently

474

00:22:49.565 --> 00:22:53.465  
to make sure that we're getting, uh, feedback at every stage

475

00:22:53.565 --> 00:22:55.225  
and, and acting on that feedback.

476

00:22:55.885 --> 00:22:59.585  
Um, responding to reviews reinforces trust.

477

00:22:59.805 --> 00:23:02.385  
You can't just respond to your positive reviews.

478

00:23:02.525 --> 00:23:04.825  
You need to have a strategy for responding

479

00:23:04.825 --> 00:23:05.865  
to your negative reviews.

480

00:23:06.485 --> 00:23:07.945  
You don't wanna sound defensive,

481

00:23:08.005 --> 00:23:09.945  
you don't wanna seem like you don't care

482

00:23:09.945 --> 00:23:11.025  
about the negative reviews.

483

00:23:11.085 --> 00:23:13.465  
And so sitting down with your compliance team

484

00:23:13.465 --> 00:23:15.385  
and really understanding what you're allowed to say

485

00:23:15.965 --> 00:23:18.785

and how you can, um, position it so

486

00:23:18.905 --> 00:23:20.425  
that you take the conversation offline

487

00:23:20.445 --> 00:23:22.705  
and get somebody to the most, uh, the person

488

00:23:22.765 --> 00:23:25.185  
who can help them the fastest, uh, is,

489

00:23:25.285 --> 00:23:27.345  
is a really important step in setting

490

00:23:27.405 --> 00:23:28.585  
one of these programs up.

491

00:23:29.465 --> 00:23:32.205  
Um, reviews shape your first impression.

492

00:23:32.265 --> 00:23:35.925  
So when you, the average consumer starts their like

493

00:23:35.935 --> 00:23:39.805  
healthcare search journey online, they're gonna go online

494

00:23:39.805 --> 00:23:41.245  
because they don't know necessarily

495

00:23:41.315 --> 00:23:42.405  
what they're looking for.

496

00:23:43.105 --> 00:23:45.405  
Um, and they're gonna say, therapy near me,

497

00:23:45.585 --> 00:23:49.565  
or, um, you know, feeling kind of sad

498

00:23:49.625 --> 00:23:50.805  
or there may, you know, any,

499

00:23:50.985 --> 00:23:52.285

any combination of search terms.

500

00:23:52.465 --> 00:23:55.885

So, so what they see online with the reviews

501

00:23:55.885 --> 00:23:58.285

that you have out in the public, they're gonna read

502

00:23:58.285 --> 00:23:59.765

through those and they're gonna make a decision

503

00:23:59.825 --> 00:24:03.805

or an assumption, um, about your brand

504

00:24:04.335 --> 00:24:05.525

based on what they find.

505

00:24:06.665 --> 00:24:10.485

Um, high engagement leads to better search rankings,

506

00:24:10.795 --> 00:24:14.325

improve patient trust and strong staff, uh, recruitment.

507

00:24:14.675 --> 00:24:18.365

Like I said, people who are entering this field want

508

00:24:18.365 --> 00:24:20.965

to work somewhere that they can feel good about, uh,

509

00:24:20.965 --> 00:24:23.285

folks coming and receiving care.

510

00:24:23.505 --> 00:24:27.245

And so having a strong brand is a staff retention, um,

511

00:24:28.575 --> 00:24:30.555

is a staff retention strategy as well.

512

00:24:33.325 --> 00:24:35.945

So what's next for our reputation strategy?

513

00:24:36.135 --> 00:24:38.185

Well, um, we're in the process

514

00:24:38.205 --> 00:24:42.065  
of integrating our review requests with our EHR.

515

00:24:42.245 --> 00:24:45.705  
So when you come in for an appointment, um,

516

00:24:45.725 --> 00:24:47.505  
and you schedule your next appointment, uh,

517

00:24:47.525 --> 00:24:50.785  
we wanna trigger out a thing to say, Hey, what'd you think?

518

00:24:51.075 --> 00:24:54.305  
How'd we do today? Um, and then take that feedback

519

00:24:55.045 --> 00:24:56.345  
and, uh, share it.

520

00:24:56.845 --> 00:24:58.665  
We also want to, um,

521

00:25:00.785 --> 00:25:02.355  
work on our data reporting.

522

00:25:02.495 --> 00:25:06.955  
So the, we went from having like high level information

523

00:25:06.955 --> 00:25:09.315  
to having so much information, we just need to figure out

524

00:25:09.315 --> 00:25:13.475  
who needs to get it to make a, um, all all of the, all

525

00:25:13.475 --> 00:25:14.795  
of the feedback we have to make,

526

00:25:14.935 --> 00:25:16.435  
uh, informed decisions on it.

527

00:25:16.435 --> 00:25:19.435

And so just kind of circulating that, um, making sure

528

00:25:19.435 --> 00:25:21.635

that the right reports get into the right hands

529

00:25:21.635 --> 00:25:22.835

within our organization.

530

00:25:23.615 --> 00:25:27.195

Um, and then we wanna expand on our reputation management,

531

00:25:27.455 --> 00:25:29.875

uh, beyond feedback collection.

532

00:25:30.175 --> 00:25:34.075

We want to, uh, proactively manage ourselves online.

533

00:25:34.175 --> 00:25:36.395

So again, continuing that audit, that audit

534

00:25:36.395 --> 00:25:39.035

that I mentioned in the beginning is something that we have

535

00:25:39.435 --> 00:25:42.715

to continue to do because things are always being posted,

536

00:25:42.735 --> 00:25:44.235

things are always being managed

537

00:25:44.615 --> 00:25:47.555

or things are always, um, ending up online.

538

00:25:47.695 --> 00:25:49.355

And so it's, it's not a one

539

00:25:49.355 --> 00:25:50.875

and done, it's an ongoing process

540

00:25:51.055 --> 00:25:54.155

and something that we, um, are constantly working on.

541

00:25:55.105 --> 00:25:56.195

Jonelle, anything to add?

542

00:26:00.075 --> 00:26:02.815

No, I would say it's, it's a really good high level view.

543

00:26:02.915 --> 00:26:06.135

And I, I think that one of the points that Sarah made, just

544

00:26:06.155 --> 00:26:09.495

to put another point on it, is that the idea

545

00:26:09.565 --> 00:26:11.615

that reputation belongs to all of us.

546

00:26:11.615 --> 00:26:13.655

That it's everybody in the company, that it's not,

547

00:26:14.005 --> 00:26:15.455

it's not a marketing initiative.

548

00:26:15.455 --> 00:26:17.935

It's not just patient experience department.

549

00:26:17.935 --> 00:26:22.695

If you have one of those. Um, and for people to, for staff

550

00:26:22.755 --> 00:26:25.295

and, and every department leaders in every department,

551

00:26:25.295 --> 00:26:28.575

including operations, to understand all of the tentacles of

552

00:26:28.575 --> 00:26:31.655

that online reputation, how it does impact, like

553

00:26:31.655 --> 00:26:34.175

how you show up on Google, how it impacts, um,

554

00:26:34.835 --> 00:26:37.295

people making choices about providers

555

00:26:37.515 --> 00:26:39.375



and how it impacts people making choices

556

00:26:39.465 --> 00:26:40.495  
about places to work.

557

00:26:41.235 --> 00:26:45.495  
Um, Sarah's worked recently to also pull in

558

00:26:45.515 --> 00:26:49.215  
and start looking at the same kinds of trending on,

559

00:26:49.275 --> 00:26:51.375  
for example, Glassdoor indeed.

560

00:26:51.475 --> 00:26:54.095  
So we can get, we can do the same sort of strategy,

561

00:26:54.195 --> 00:26:57.295  
we can apply it, um, for, for folks who are looking for,

562

00:26:57.595 --> 00:26:59.335  
for jobs in this field too,

563

00:26:59.915 --> 00:27:02.255  
and get a good sense of what's the experience like

564

00:27:02.255 --> 00:27:03.535  
from the staff's point of view.

565

00:27:04.465 --> 00:27:06.725  
And having, you know, having the understanding,

566

00:27:06.995 --> 00:27:08.805  
like we all have an understanding of, of

567

00:27:08.865 --> 00:27:12.245  
how impactful reviews are anyway for anything

568

00:27:12.245 --> 00:27:14.125  
that you're buying, whether it's a refrigerator

569

00:27:14.265 --> 00:27:17.805

or you know, that we we're aware of the impact, um,

570

00:27:18.985 --> 00:27:22.255

leveraging that and applying that impact to our field.

571

00:27:22.835 --> 00:27:26.455

Um, it ha is loaded with lots of nuance and some risk.

572

00:27:26.715 --> 00:27:28.335

And that's, you know, Sarah mentioned

573

00:27:28.335 --> 00:27:31.015

that talking about HIPAA compliant responses.

574

00:27:31.075 --> 00:27:34.215

We, there was a learning curve for us to learn what you can

575

00:27:34.235 --> 00:27:36.175

and can't say in response to reviews that you get,

576

00:27:37.355 --> 00:27:40.495

but really getting the, the, your whole team on board

577

00:27:40.495 --> 00:27:42.055

with understanding why it's important.

578

00:27:42.795 --> 00:27:45.885

Um, and in the marketing field, we know,

579

00:27:45.955 --> 00:27:48.045

like you look at other, other industries, your,

580

00:27:48.675 --> 00:27:52.405

your dentist, your pizza shop, they do a really great job

581

00:27:52.925 --> 00:27:54.765

hustling and harvesting those reviews

582

00:27:55.425 --> 00:27:59.545

and they do it for good reason, like good business reasons.

583

00:28:00.165 --> 00:28:02.385

Um, so knowing that it helps us with our,

584

00:28:02.965 --> 00:28:05.145  
our search engine optimization, um,

585

00:28:05.765 --> 00:28:09.065  
it makes us show up faster so people can find us, um,

586

00:28:09.135 --> 00:28:10.945  
find us quicker and connect with services.

587

00:28:11.655 --> 00:28:14.155  
The, the fact that it impacts retention, um,

588

00:28:14.495 --> 00:28:17.635  
and how staff feel about working here, providers.

589

00:28:18.175 --> 00:28:21.395  
So it's, I think it's an, it's an ongoing feat.

590

00:28:21.895 --> 00:28:25.515  
Um, and it's something that has become, I'll tell you one

591

00:28:25.515 --> 00:28:30.275  
of the things I'm really proud of, it's become over those

592

00:28:30.275 --> 00:28:31.755  
that it seems like a short time

593

00:28:32.345 --> 00:28:33.925  
that we've worked on reputation.

594

00:28:34.035 --> 00:28:36.245  
It's become so important to the company

595

00:28:36.955 --> 00:28:39.685  
that when we look now, we identify annually,

596

00:28:39.885 --> 00:28:40.965  
I bet you guys do this too.

597

00:28:41.465 --> 00:28:43.525

We identify annually three

598

00:28:43.545 --> 00:28:47.045

or four dashboard metrics that we watch as a company.

599

00:28:48.185 --> 00:28:51.155

Like all dashboards that you probably have, you know, we,

600

00:28:51.175 --> 00:28:54.235

we, we might be watching revenue or number of patients

601

00:28:54.615 --> 00:28:58.515

or, um, call volume to the call center, things like that.

602

00:28:59.345 --> 00:29:02.805

We have four, we identified only four pieces that we look at

603

00:29:02.825 --> 00:29:06.125

as an enterprise to see how centerstone's doing

604

00:29:06.995 --> 00:29:10.535

and reputation went from a few years back being something

605

00:29:10.535 --> 00:29:13.655

that was a project down on the, the lower floor

606

00:29:13.655 --> 00:29:15.935

of the company done in a pilot back room

607

00:29:16.515 --> 00:29:18.375

to now it's one of those four metrics.

608

00:29:19.115 --> 00:29:22.215

So to know that our operators, our office managers,

609

00:29:22.215 --> 00:29:26.775

everybody in the company is looking at a dashboard that 25%

610

00:29:26.775 --> 00:29:31.455

of that dashboard now is watching our reputation, um, is,

611

00:29:31.675 --> 00:29:33.415

is a triumph of sorts.

612

00:29:33.455 --> 00:29:34.735

I mean, we're really glad to see it.

613

00:29:34.735 --> 00:29:36.855

It's a, it speaks to the work that Sarah

614

00:29:36.855 --> 00:29:39.455

and her team have done, but I think it also speaks

615

00:29:39.455 --> 00:29:43.205

to the maturation of us in the community mental health field

616

00:29:43.205 --> 00:29:46.435

where we're having to, uh, kind

617

00:29:46.435 --> 00:29:49.035

of reshape the way we've thought about ourselves in a,

618

00:29:49.035 --> 00:29:50.955

in a competitive space, um,

619

00:29:52.235 --> 00:29:55.035

reshape the way we think about ourselves in terms of

620

00:29:55.955 --> 00:29:56.955

consumer decision making.

621

00:29:57.615 --> 00:30:02.115

Um, people don't select us any longer simply

622

00:30:02.115 --> 00:30:04.035

because they were referred by, you know, they,

623

00:30:04.035 --> 00:30:05.435

they consumers have choices.

624

00:30:06.095 --> 00:30:07.955

Um, and, and that's regardless of their payer.

625

00:30:07.955 --> 00:30:09.635

They've got more and more choices every day.

626

00:30:09.695 --> 00:30:14.035

So it's really called for us to rethink ourselves in the,

627

00:30:14.035 --> 00:30:16.275

in the, in the entire field.

628

00:30:17.015 --> 00:30:20.155

Um, so it's, it's been really affirming to see

629

00:30:21.635 --> 00:30:23.975

how the, the whole, all of us have,

630

00:30:23.975 --> 00:30:25.055

have rallied around that.

631

00:30:25.235 --> 00:30:27.695

And, um, and it's become one of the key things

632

00:30:27.695 --> 00:30:30.015

that we talk about and we get questions about it.

633

00:30:30.015 --> 00:30:32.855

It's, it's always really gratifying to have a, a,

634

00:30:33.035 --> 00:30:34.935

an operator, a CEO

635

00:30:34.935 --> 00:30:37.055

or a VP of operations

636

00:30:37.605 --> 00:30:39.695

when we release those monthly dashboards,

637

00:30:40.265 --> 00:30:42.615

shoot an email over and go, oh my gosh, what happened?

638

00:30:42.715 --> 00:30:44.295

We, we saw a dip. Can you?

639

00:30:44.515 --> 00:30:45.775

And they wanna see the reviews

640

00:30:46.035 --> 00:30:47.135

and you know,

641

00:30:47.305 --> 00:30:49.495

y'all know when you're reading reviews about yourselves,

642

00:30:50.175 --> 00:30:51.665

it's not always pleasant, right?

643

00:30:51.665 --> 00:30:53.065

It's great to read the good ones when

644

00:30:53.065 --> 00:30:54.185

people have good things to say.

645

00:30:54.535 --> 00:30:57.625

Sometimes it's kind of painful to read the other ones, but,

646

00:30:57.645 --> 00:30:59.305

and, and you, you have to understand

647

00:30:59.325 --> 00:31:01.185

and you do as marketers, you understand

648

00:31:01.185 --> 00:31:04.025

that there's some nuance with the good and bad too.

649

00:31:04.125 --> 00:31:07.585

But, um, having those operations leadership see this

650

00:31:07.605 --> 00:31:10.105

as something they care about, they wanna hear more about it,

651

00:31:10.375 --> 00:31:12.385

they wanna make improvements to their clinics

652

00:31:12.385 --> 00:31:15.265

or to their, to their staffing, whatever they're doing

653

00:31:15.605 --> 00:31:17.465

as a result of it has been, um,

654

00:31:18.565 --> 00:31:20.145  
has made it has been very gratifying.

655

00:31:23.595 --> 00:31:27.215  
And with that, I will hand it back over to Corey.

656

00:31:31.675 --> 00:31:33.575  
Ooh, apologies. Had my camera down.

657

00:31:34.855 --> 00:31:36.685  
Sarah, John I Thank you very much.

658

00:31:36.845 --> 00:31:38.765  
I have a, a few questions I wanna remind everybody

659

00:31:38.765 --> 00:31:40.245  
who joined us today, if you have any questions,

660

00:31:40.245 --> 00:31:41.445  
you can put 'em in the question box

661

00:31:41.445 --> 00:31:43.165  
and I will pitch those to our speakers.

662

00:31:43.585 --> 00:31:46.165  
Uh, my first question is, uh, the money question.

663

00:31:46.265 --> 00:31:48.445  
Any advice on budgeting for this kind of program?

664

00:31:49.265 --> 00:31:51.325  
It sounds like you started very small

665

00:31:51.345 --> 00:31:53.405  
and then sold it upwards and you're growing it over time.

666

00:31:53.425 --> 00:31:56.325  
Do you have any advice for our attendees on, you know,

667

00:31:56.325 --> 00:31:59.885



how do you, spending only as much as you need to

668

00:31:59.885 --> 00:32:01.725

to get started and then feed it from there?

669

00:32:04.585 --> 00:32:08.205

Yeah. Um, Sarah, I'll kick it over to you in a second,

670

00:32:08.265 --> 00:32:11.125

but I'll tell you, you can start very organically.

671

00:32:11.285 --> 00:32:13.005

I mean, you can start some of, like, some of the steps

672

00:32:13.005 --> 00:32:16.045

that Sarah talked about claiming your Google listings.

673

00:32:16.045 --> 00:32:18.165

There's a lot of these things that you can do depending on

674

00:32:18.165 --> 00:32:20.925

how big your company is and how many locations you have.

675

00:32:21.115 --> 00:32:23.245

There's a lot of these things that you can do in house

676

00:32:23.245 --> 00:32:25.525

that don't, that'll have a big impact,

677

00:32:25.915 --> 00:32:28.565

that really don't have much of a budget hit at all.

678

00:32:29.145 --> 00:32:31.735

Um, and Sarah, you, and,

679

00:32:31.795 --> 00:32:33.655

and if you have deeper questions about that,

680

00:32:33.915 --> 00:32:36.015

we love talking about this stuff, we're happy

681

00:32:36.015 --> 00:32:37.055

to answer any questions.

682

00:32:37.355 --> 00:32:38.895

Um, Cory's gonna send this deck out,

683

00:32:38.895 --> 00:32:41.045

but we can get deeper into that and,

684

00:32:41.065 --> 00:32:42.405

and share ideas with you.

685

00:32:42.465 --> 00:32:44.045

But Sarah, you wanna speak to that.

686

00:32:44.845 --> 00:32:48.025

Um, I will say it was very, uh, iterative, right?

687

00:32:48.135 --> 00:32:49.585

Like, like John I said,

688

00:32:49.605 --> 00:32:51.625

you can claim your listings for free, right?

689

00:32:51.765 --> 00:32:55.025

You can go out and, um, do a lot of this stuff

690

00:32:55.165 --> 00:32:57.305

and manage your reviews.

691

00:32:57.375 --> 00:32:59.905

Like you can, you can kind of duct tape things together.

692

00:33:00.025 --> 00:33:02.385

I know that, uh, that's been a lot of, of what I've had

693

00:33:02.385 --> 00:33:03.545

to do in my career here

694

00:33:03.545 --> 00:33:06.585

and elsewhere is start with something and then try

695

00:33:06.585 --> 00:33:08.265

and get some steam on it to,

696

00:33:08.285 --> 00:33:09.625  
to roll it down the hill, right?

697

00:33:09.725 --> 00:33:13.105  
We had a partner originally, um, we, we started

698

00:33:13.105 --> 00:33:15.545  
with a different partner and I never thought the partner we

699

00:33:15.545 --> 00:33:18.625  
were, we are with now would be an option for us.

700

00:33:18.825 --> 00:33:20.065  
'cause it was, it's kind of one of the,

701

00:33:20.405 --> 00:33:21.945  
the big players in the field.

702

00:33:22.085 --> 00:33:26.065  
And, and when it came time to do our renewal, I was able

703

00:33:26.065 --> 00:33:27.785  
to kind of go to the organization

704

00:33:27.785 --> 00:33:29.585  
and say, here's what we're gonna get for

705

00:33:30.175 --> 00:33:31.305  
this next tier level.

706

00:33:31.305 --> 00:33:32.305  
And they were like, let's do it.

707

00:33:32.815 --> 00:33:35.265  
Like you've shown the value in this project.

708

00:33:35.525 --> 00:33:37.345  
And so, uh, they were,

709

00:33:37.615 --> 00:33:39.505

they were more comfortable spending the money.

710

00:33:39.565 --> 00:33:41.505

So I think being able to show the value early

711

00:33:41.855 --> 00:33:43.545

through whatever means necessary,

712

00:33:43.805 --> 00:33:46.625

and then you can slowly start to say, I think,

713

00:33:47.185 --> 00:33:50.665

I think we came down to this is no longer a nice to have,

714

00:33:50.815 --> 00:33:53.745

this is a, uh, utility, right?

715

00:33:53.775 --> 00:33:55.785

This is just as important as having electricity.

716

00:33:55.785 --> 00:33:57.985

This is just as important to having internet.

717

00:33:57.985 --> 00:33:59.465

Like you have to have all of these things.

718

00:33:59.495 --> 00:34:01.745

This is a utility for each of our locations.

719

00:34:01.765 --> 00:34:04.225

And I think that was ultimately the thing that kind

720

00:34:04.225 --> 00:34:05.905

of helped get it across the finish line.

721

00:34:07.595 --> 00:34:10.105

Sarah pitched it like that, um, successfully.

722

00:34:10.605 --> 00:34:13.345

So, you know, initially this certainly was thought of

723

00:34:13.345 --> 00:34:15.785

as a marketing initiative, a marketing expense.

724

00:34:17.125 --> 00:34:20.785

And in short time what, what we turned it into was to say

725

00:34:21.565 --> 00:34:23.665

for center, it depends on how many locations you have,

726

00:34:23.665 --> 00:34:24.825

but for us, we looked at it

727

00:34:24.825 --> 00:34:27.945

and said, this should be like an annual per location fee.

728

00:34:28.645 --> 00:34:30.745

Um, and when you did that math,

729

00:34:30.965 --> 00:34:32.425

it became extremely affordable.

730

00:34:33.045 --> 00:34:36.145

Um, and, and helped the operators too have some skin in the

731

00:34:36.145 --> 00:34:38.785

game and really think of it more like Sarah said, like,

732

00:34:39.055 --> 00:34:40.945

this is as as imperative as having

733

00:34:41.455 --> 00:34:43.145

wifi at your clinic location.

734

00:34:45.905 --> 00:34:50.895

All right, thank you. So my next question, executives know

735

00:34:50.895 --> 00:34:54.375

how valuable data is, and uh, I think fortunately

736

00:34:54.435 --> 00:34:56.935

or unfortunately now patients also know

737

00:34:56.935 --> 00:34:58.055

how valuable data is.

738

00:34:58.795 --> 00:35:00.735

Can you give any advice on guaranteeing the

739

00:35:00.975 --> 00:35:02.055

security of this feedback?

740

00:35:02.195 --> 00:35:04.655

So how do you convince patients that it's okay

741

00:35:04.655 --> 00:35:07.335

to give reviews and not just the negative reviews?

742

00:35:07.535 --> 00:35:09.295

I mean, everybody knows somebody

743

00:35:09.295 --> 00:35:11.655

with a complaint is the first on the computer,

744

00:35:11.955 --> 00:35:14.655

but how do you convince your broader consumer base

745

00:35:14.655 --> 00:35:16.095

that this is something they should do?

746

00:35:17.815 --> 00:35:19.215

I think you have to be really transparent

747

00:35:19.215 --> 00:35:20.495

with them what you're asking for.

748

00:35:20.835 --> 00:35:25.035

So, um, our patients are very comfortable

749

00:35:25.035 --> 00:35:28.155

with us surveying them, which if you go through the survey

750

00:35:28.455 --> 00:35:31.355

as it exists, even today, it's, you know,

751

00:35:31.375 --> 00:35:33.395

you answer all the, the, the, the questions,

752

00:35:33.395 --> 00:35:35.915

you get the feedback at the end, it says, are you willing

753

00:35:35.915 --> 00:35:37.965

to leave us a re like a Google review?

754

00:35:38.385 --> 00:35:40.245

And then when you click that button it says,

755

00:35:40.265 --> 00:35:41.725

you are now leaving and going

756

00:35:41.745 --> 00:35:43.645

to a public website like we are.

757

00:35:43.705 --> 00:35:45.245

So we try and be so clear

758

00:35:45.755 --> 00:35:47.365

that we are now taking you out there.

759

00:35:47.825 --> 00:35:49.125

Um, very rarely.

760

00:35:49.705 --> 00:35:50.925

I'm not saying it's never happened,

761

00:35:50.925 --> 00:35:52.805

but very rarely has somebody put something out there

762

00:35:52.805 --> 00:35:54.885

and then we respond to it and I think they realize, oh no,

763

00:35:55.005 --> 00:35:56.485

I didn't realize this was public.

764

00:35:57.025 --> 00:35:58.565

And then they go delete that review.

765

00:35:59.185 --> 00:36:01.285

Um, I would say that's happened

766

00:36:03.075 --> 00:36:04.665  
twice in four years.

767

00:36:05.165 --> 00:36:06.465  
Um, but we, we try

768

00:36:06.465 --> 00:36:08.065  
and make it very clear through the process

769

00:36:08.255 --> 00:36:10.465  
that you are now leaving this secure website

770

00:36:10.465 --> 00:36:12.345  
and you are going to a public website.

771

00:36:12.885 --> 00:36:15.345  
And for the most part, when people are leaving us positive

772

00:36:15.625 --> 00:36:17.545  
feedback, at that point, they're like, you know what?

773

00:36:17.625 --> 00:36:19.825  
I do wanna call out. We find a lot of people saying like,

774

00:36:19.925 --> 00:36:22.145  
my, my therapist John I was so lovely,

775

00:36:22.285 --> 00:36:24.505  
or I couldn't do this without Corey, right?

776

00:36:24.535 --> 00:36:26.465  
Like, they wanna call people out by name

777

00:36:26.465 --> 00:36:27.825  
and they wanna do that publicly.

778

00:36:27.885 --> 00:36:29.185  
So I think as long as you're very clear

779

00:36:29.185 --> 00:36:32.265



and transparent that you are going to a third party website

780

00:36:32.265 --> 00:36:35.905

to post that, um, all of the data that we get

781

00:36:35.905 --> 00:36:39.105

through the survey is we have A-B-A-A-M prop place, we,

782

00:36:39.455 --> 00:36:40.465

it's HIPAA compliant.

783

00:36:40.465 --> 00:36:42.465

Like that's very clear to them as well.

784

00:36:44.725 --> 00:36:45.855

Okay, thank you.

785

00:36:45.995 --> 00:36:48.405

So, uh, have you seen any connection

786

00:36:48.405 --> 00:36:50.525

between building a fan base outside your organization

787

00:36:50.525 --> 00:36:52.325

and building one inside the organization?

788

00:36:54.225 --> 00:36:55.885

Ooh, that's a good question.

789

00:36:57.325 --> 00:36:59.055

Jonelle, do you have any thoughts on that?

790

00:36:59.535 --> 00:37:02.735

I would say yes. Yeah, I, I I love that question.

791

00:37:03.455 --> 00:37:06.535

I think because in tandem with this work on reputation,

792

00:37:07.005 --> 00:37:09.655

what, what Sarah's also done with her team is

793

00:37:11.645 --> 00:37:14.775

applied the same kind of expertise

794

00:37:14.875 --> 00:37:18.215

and consistency to like our social media platforms.

795

00:37:18.945 --> 00:37:23.045

Um, and so when we look, in fact the last time we had a,

796

00:37:23.205 --> 00:37:25.365

a conference of our officers and directors

797

00:37:25.365 --> 00:37:29.485

and executives, we, we had awards for social influencers.

798

00:37:29.485 --> 00:37:31.445

They were our in-house that,

799

00:37:31.595 --> 00:37:33.685

that in-house fan base that you're talking about.

800

00:37:34.145 --> 00:37:36.275

So we have people, whereas

801

00:37:36.495 --> 00:37:40.155

before we had to work really hard to get people to even,

802

00:37:40.975 --> 00:37:42.635

are you following us on Instagram?

803

00:37:42.735 --> 00:37:44.155

Do you even know that we have a LinkedIn?

804

00:37:44.435 --> 00:37:46.875

I mean, so we were working really hard getting people

805

00:37:47.055 --> 00:37:50.675

to even engage, know that we had any social media presence

806

00:37:50.855 --> 00:37:51.915

and then engage with it.

807

00:37:52.415 --> 00:37:56.475

Now we have like a waiting list of people who want to do

808

00:37:57.375 --> 00:37:59.795  
day in the life of videos for LinkedIn

809

00:37:59.795 --> 00:38:01.075  
and Instagram, that kind of thing.

810

00:38:01.345 --> 00:38:03.835  
That was not the case even just two years ago.

811

00:38:04.015 --> 00:38:07.755  
And so we're, we're seeing, um, far and, and,

812

00:38:07.755 --> 00:38:11.275  
and people now too willing to go out on, you know, if you,

813

00:38:11.295 --> 00:38:12.835  
if you've had your job for a while

814

00:38:12.835 --> 00:38:15.075  
and you're happy with it, you're probably not on

815

00:38:15.865 --> 00:38:17.275  
Glassdoor or Indeed, right?

816

00:38:17.275 --> 00:38:18.395  
Unless you're looking for a job.

817

00:38:18.855 --> 00:38:20.595  
So now encouraging people,

818

00:38:20.615 --> 00:38:23.295  
and we've seen people do this understanding

819

00:38:23.295 --> 00:38:25.215  
how important it is going out there

820

00:38:26.665 --> 00:38:28.575  
while they're not job seeking and,

821

00:38:28.575 --> 00:38:29.855

and leaving those kinds of reviews.

822

00:38:29.875 --> 00:38:32.095

So we have seen that translate to that.

823

00:38:32.155 --> 00:38:33.295

Is that, does that answer your question,

824

00:38:33.325 --> 00:38:34.455

Cory? Is that what you were getting at?

825

00:38:34.685 --> 00:38:35.885

Yeah, yeah, absolutely.

826

00:38:36.975 --> 00:38:39.285

Sarah, did you have any more you wanted to add?

827

00:38:39.825 --> 00:38:42.685

Uh, I would say at first people were resistant

828

00:38:42.685 --> 00:38:45.005

because it's changed and it's a different, like,

829

00:38:45.785 --> 00:38:47.865

I don't know if this is my thing to solve, right?

830

00:38:47.865 --> 00:38:50.505

Like when you get, for example, something negative, I have

831

00:38:50.505 --> 00:38:52.105

so many people that come to me now

832

00:38:52.105 --> 00:38:53.785

and they're like, how do we do more of this?

833

00:38:54.025 --> 00:38:56.145

I wanna get more. Um, one of the things

834

00:38:56.145 --> 00:38:58.545

that I think helped a little bit that we did is

835

00:38:59.385 --> 00:39:02.105

probably in the last two years, I would say, um,

836

00:39:02.295 --> 00:39:04.785

anytime a staff member is mentioned by name,

837

00:39:05.335 --> 00:39:07.265

it's no longer just the person

838

00:39:07.585 --> 00:39:08.625

handling the review that sees it.

839

00:39:08.765 --> 00:39:11.345

We circulate it to their full leadership team.

840

00:39:11.845 --> 00:39:14.745

Um, and some of our locations, if we're like in person,

841

00:39:14.965 --> 00:39:17.505

you can go and give them like a a, it's like a card

842

00:39:17.505 --> 00:39:18.505

that's like you're a star.

843

00:39:19.095 --> 00:39:22.225

Like we're letting people know that when we get the feedback

844

00:39:22.225 --> 00:39:24.665

and they're mentioned by name, like we're, we're

845

00:39:25.175 --> 00:39:26.705

showering them with praise so

846

00:39:26.705 --> 00:39:28.705

that they know somebody said something great about you.

847

00:39:28.885 --> 00:39:32.305

And leadership sees that and the staff members see that.

848

00:39:32.365 --> 00:39:35.625

And I think that that kind of is that step in between, um,

849

00:39:35.675 --> 00:39:37.665

where we that like, hey,

850

00:39:37.665 --> 00:39:39.305  
this isn't my, my thing to deal with.

851

00:39:39.305 --> 00:39:41.145  
Like social media is kind of your thing and,

852

00:39:41.245 --> 00:39:44.425  
and Google is kind of a social media to, oh,

853

00:39:44.455 --> 00:39:47.065  
like our staff really appreciate getting the praise from the

854

00:39:47.345 --> 00:39:49.705  
patients and and from the people who are, you know,

855

00:39:49.705 --> 00:39:51.025  
like it can be anybody.

856

00:39:51.045 --> 00:39:52.185  
It can be somebody at the front desk

857

00:39:52.205 --> 00:39:54.705  
who never hears from a patient that you made my day,

858

00:39:54.725 --> 00:39:56.785  
but it could be somebody just

859

00:39:57.105 --> 00:39:58.145  
listened to me when I needed to.

860

00:39:58.365 --> 00:40:02.385  
And, and, and so I think doing some internal, that's kind of

861

00:40:02.385 --> 00:40:04.785  
that internal PR of the project, um,

862

00:40:04.965 --> 00:40:07.305  
really helped build the fan base so

863

00:40:07.305 --> 00:40:08.985

that everybody feels like they own it.

864

00:40:10.115 --> 00:40:13.725

Okay, thank you. That sounds, uh, very exciting.

865

00:40:13.905 --> 00:40:16.785

So speaking of your, your staff,

866

00:40:17.915 --> 00:40:20.405

obviously we all know it's important to be HIPAA compliant.

867

00:40:20.405 --> 00:40:22.085

So my next question is twofold,

868

00:40:22.735 --> 00:40:24.075

or maybe it's one fold, you know,

869

00:40:24.095 --> 00:40:25.755

can you explain the training

870

00:40:26.015 --> 00:40:28.595

and, uh, management of your staff when it comes

871

00:40:28.595 --> 00:40:30.235

to one HIPAA compliance

872

00:40:30.975 --> 00:40:33.875

and two, a code of ethics beyond that?

873

00:40:34.455 --> 00:40:35.595

And I asked that question

874

00:40:35.595 --> 00:40:39.825

because very early in the online world, reviews came out

875

00:40:39.885 --> 00:40:42.305

and you could very quickly tell the planted reviews.

876

00:40:42.805 --> 00:40:47.505

And that's obviously not something that I think you guys do,

877

00:40:47.565 --> 00:40:50.105

but a lot of organizations feel that pressure

878

00:40:50.105 --> 00:40:52.225

that maybe we need to tip the scales a little bit.

879

00:40:52.565 --> 00:40:54.025

Now, how do you train your staff

880

00:40:54.125 --> 00:40:55.465

and can you walk us through that

881

00:40:55.465 --> 00:40:56.945

to just make sure everything's on the up

882

00:40:56.945 --> 00:41:00.275

and up, both HIPAA wise and in terms of how they interact

883

00:41:00.275 --> 00:41:01.315

and post things online?

884

00:41:03.815 --> 00:41:06.555

That's why having a HIPAA compliant platform was

885

00:41:06.555 --> 00:41:07.835

so important to us, right?

886

00:41:07.975 --> 00:41:09.275

So one of the features

887

00:41:09.275 --> 00:41:12.155

of the platform we're on now is we have like templated

888

00:41:12.435 --> 00:41:15.995

responses because unfortunately HIPAA doesn't allow you

889

00:41:15.995 --> 00:41:18.915

to say, I'm so sorry that you had a bad experience, right?

890

00:41:18.945 --> 00:41:20.355

Like, you can't even apologize

891

00:41:20.535 --> 00:41:22.195



for anything without it being a little bit,

892

00:41:22.975 --> 00:41:25.115

are you confirming they're a patient, are you not?

893

00:41:25.295 --> 00:41:29.315

And so, um, there's very few people that have access

894

00:41:29.415 --> 00:41:31.755

to actually respond to the review itself.

895

00:41:31.975 --> 00:41:34.365

We have templates to choose from that have been approved

896

00:41:34.425 --> 00:41:35.765

by our compliance team.

897

00:41:36.465 --> 00:41:40.065

Um, and the goal with, uh, those, those,

898

00:41:40.135 --> 00:41:41.865

when you're responding to a review

899

00:41:41.865 --> 00:41:43.705

that requires a little bit more like

900

00:41:44.035 --> 00:41:45.305

where HIPAA might be an issue.

901

00:41:45.725 --> 00:41:47.945

Um, the goal is to take the conversation offline.

902

00:41:48.045 --> 00:41:50.825

If somebody is complaining and saying, I had a terrible time

903

00:41:50.825 --> 00:41:52.705

and I, this is the worst place I've ever been

904

00:41:52.925 --> 00:41:57.285

and you know this, that the other, we say, we'd love

905

00:41:57.285 --> 00:41:59.525

to learn more about that, please reach out to,

906

00:41:59.665 --> 00:42:02.605

if we have a name like our, you know, reach out

907

00:42:02.605 --> 00:42:04.605

to John L. Reed, here's a phone number

908

00:42:04.825 --> 00:42:06.125

or reach out to our customer

909

00:42:06.125 --> 00:42:07.605

experience team, here's a phone number.

910

00:42:07.745 --> 00:42:11.735

So, so we, when it comes to the negative, the goal is always

911

00:42:11.735 --> 00:42:14.095

to continue the conversation elsewhere in a way

912

00:42:14.095 --> 00:42:15.215

where we can actually get the

913

00:42:15.215 --> 00:42:16.335

information and solve the problem.

914

00:42:16.875 --> 00:42:19.575

If we can figure out the issue based on the review.

915

00:42:19.575 --> 00:42:21.175

That's how we know who to tap in.

916

00:42:21.635 --> 00:42:23.935

So somebody may say that, you know,

917

00:42:24.365 --> 00:42:25.655

so-and-so was rude to me.

918

00:42:25.725 --> 00:42:27.895

Okay, that might be more of an operations issue then

919

00:42:28.125 --> 00:42:30.935

like, you know, something else.

920

00:42:31.155 --> 00:42:33.335

So, so luckily we don't get a ton of those,

921

00:42:33.435 --> 00:42:35.055

but when we do get 'em, we wanna make sure

922

00:42:35.055 --> 00:42:37.895

that they're getting to the right place As far as, um,

923

00:42:38.375 --> 00:42:40.575

training our staff, uh, the, the folks

924

00:42:40.635 --> 00:42:42.935

who are looped into the bigger project are, are,

925

00:42:42.985 --> 00:42:44.455

we're typically tapping the same people

926

00:42:44.595 --> 00:42:48.135

and letting them figure out who within their vertical needs

927

00:42:48.135 --> 00:42:49.655

to be the one responding to it.

928

00:42:49.835 --> 00:42:54.775

So I'm going to the operations lead in a specific state.

929

00:42:55.035 --> 00:42:57.055

He may know that, you know,

930

00:42:57.055 --> 00:42:59.535

this VP is the right person for someone to talk to.

931

00:43:00.045 --> 00:43:01.375

They're handling it that way.

932

00:43:01.995 --> 00:43:05.795

Um, I think that's the biggest thing for us is, is

933

00:43:06.465 --> 00:43:09.835

there's fewer people actually typing the responses in,

934

00:43:10.365 --> 00:43:13.795

which allows us to stay within our temp approved templates.

935

00:43:14.415 --> 00:43:17.275

Um, but the goal is always to get them to somebody

936

00:43:17.275 --> 00:43:19.715

who can solve the problem over the phone, if possible.

937

00:43:22.835 --> 00:43:23.885

Okay. Well thank you.

938

00:43:23.915 --> 00:43:26.545

Well, once again, everybody who joined us today,

939

00:43:26.545 --> 00:43:28.785

if you have a question now would be the time.

940

00:43:29.005 --> 00:43:33.005

My final question is a high level advice,

941

00:43:33.525 --> 00:43:34.645

strategic advice from Sarah

942

00:43:34.645 --> 00:43:38.085

and Johnelle about the internet is, uh, it's an echo chamber

943

00:43:38.305 --> 00:43:41.685

and most of what you see there might be, uh, deemed wrong.

944

00:43:42.645 --> 00:43:44.585

What's your advice to our audience on

945

00:43:44.585 --> 00:43:45.865

how do you cut through the noise?

946

00:43:47.045 --> 00:43:49.225

You guys very clearly have waited in and you're,

947

00:43:49.225 --> 00:43:51.585

and you're doing good work to manage center center's

948

00:43:51.585 --> 00:43:53.905

reputation, but there's a lot of noise out there

949

00:43:53.925 --> 00:43:55.225

and it's gotta be an everyday thing.

950

00:43:55.285 --> 00:43:57.305

How do you cut through that

951

00:43:57.925 --> 00:44:00.105

and, uh, what's your going away advice for our audience?

952

00:44:03.055 --> 00:44:05.915

That's a great question. I I think one of the things that

953

00:44:07.015 --> 00:44:11.705

is always top of mind for me is, is in thinking about that

954

00:44:12.605 --> 00:44:15.045

decision or sales cycle, that's the same like I said

955

00:44:15.045 --> 00:44:16.805

before, that's the same whether you're,

956

00:44:17.195 --> 00:44:18.685

whether you're selling tennis shoes

957

00:44:18.685 --> 00:44:20.525

or whether you're doing open heart surgery, right?

958

00:44:20.595 --> 00:44:23.085

It's the consumers make decisions based

959

00:44:23.085 --> 00:44:24.325

on no like, and trust.

960

00:44:25.475 --> 00:44:29.695

And so to be consistent, providing information,

961

00:44:30.435 --> 00:44:34.315

um, and, and providing information that's informed by

962

00:44:34.315 --> 00:44:35.635  
what you know they're looking for.

963

00:44:35.895 --> 00:44:37.435  
So like the work that, that Sarah

964

00:44:37.435 --> 00:44:39.995  
and her team do, for example, when she talked about

965

00:44:40.955 --> 00:44:43.085  
what people will search for, they'll, you know,

966

00:44:43.085 --> 00:44:46.285  
they might be searching for, I'm afraid, I think my,

967

00:44:46.395 --> 00:44:48.125  
what are symptoms of anxiety in a

968

00:44:48.325 --> 00:44:49.605  
teenager or things like that.

969

00:44:49.985 --> 00:44:53.525  
So we're able to see what people search for, we write to

970

00:44:53.525 --> 00:44:56.685  
that content, we'll tap experts to like, like write to that,

971

00:44:56.715 --> 00:45:00.225  
that kind of content to populate on our, on our channels.

972

00:45:00.725 --> 00:45:03.625  
But I think just consistency, just being really transparent,

973

00:45:04.175 --> 00:45:05.785  
providing solid information,

974

00:45:05.885 --> 00:45:07.145  
and if it's consistent,

975

00:45:07.175 --> 00:45:09.985

it's not like you just showed up in the market last week

976

00:45:10.085 --> 00:45:13.745

or as a result of some recent ruling or election or any.

977

00:45:13.815 --> 00:45:15.865

It's like, no, these guys have been here for a long time.

978

00:45:16.525 --> 00:45:18.695

Um, and it's slow.

979

00:45:19.315 --> 00:45:23.895

So patience while you like consistently, you know, brick

980

00:45:24.035 --> 00:45:25.935

by brick, I think build that reputation.

981

00:45:26.555 --> 00:45:29.975

Um, and then do all that you can to tap your experts

982

00:45:30.695 --> 00:45:32.895

position, your experts in places where they can be heard.

983

00:45:33.395 --> 00:45:36.695

So we, we'll routinely look for speaking opportunities

984

00:45:36.915 --> 00:45:38.935

for our, the head of our research institute

985

00:45:39.395 --> 00:45:41.695

or the person who runs all of our crisis programs.

986

00:45:41.705 --> 00:45:43.455

We'll look for places to plug her in

987

00:45:43.765 --> 00:45:45.815

because that's making the connection again

988

00:45:45.935 --> 00:45:47.695

that Centerstone is committed to this work.

989

00:45:47.885 --> 00:45:48.895

They know what they're doing.

990

00:45:49.005 --> 00:45:51.935

They've been here a long time and feeding that know, like,

991

00:45:51.935 --> 00:45:53.015

and trust cycle.

992

00:45:55.975 --> 00:45:56.975

Sarah,

993

00:45:57.405 --> 00:46:01.085

I would just say that we're also, um, trying to use

994

00:46:01.105 --> 00:46:02.885

as many channels as we own to,

995

00:46:02.905 --> 00:46:04.325

to kind of help shape that, right?

996

00:46:04.395 --> 00:46:09.075

Like tailor the message for the platform you're on, but,

997

00:46:09.175 --> 00:46:10.195

but shape

998

00:46:10.455 --> 00:46:14.245

but don't just be in one place, right?

999

00:46:14.275 --> 00:46:15.885

Like you kind of gotta spread it out

1000

00:46:15.885 --> 00:46:18.485

and be in a lot of places and then drive people back

1001

00:46:18.505 --> 00:46:19.725

to your website

1002

00:46:19.725 --> 00:46:21.975

or whatever to um,

1003

00:46:24.165 --> 00:46:25.855



find the information that they're looking for.

1004

00:46:27.425 --> 00:46:28.435

Yeah. Okay.

1005

00:46:29.975 --> 00:46:32.465

Well, we're a little bit early today, but Sarah

1006

00:46:32.605 --> 00:46:34.465

and Johnelle, thank you very much.

1007

00:46:35.105 --> 00:46:36.865

I want to thank, thank you everybody who joined us.

1008

00:46:37.265 --> 00:46:38.465

I also wanna remind everybody

1009

00:46:38.465 --> 00:46:39.745

that the slides in the recording

1010

00:46:39.745 --> 00:46:41.465

for this will be on the Open Minds website

1011

00:46:42.145 --> 00:46:44.025

starting tomorrow, and that you can join us next week,

1012

00:46:44.345 --> 00:46:47.905

Thursday, February 27th, also at 1:00 PM Eastern

1013

00:46:48.285 --> 00:46:51.665

for the My Concierge Access model for uninsured

1014

00:46:51.665 --> 00:46:52.985

and underinsured communities.

1015

00:46:53.285 --> 00:46:54.865

The Community Health Network case

1016

00:46:54.865 --> 00:46:56.745

study, you can register for that.

1017

00:46:56.765 --> 00:46:58.745

Or for a full list of upcoming roundtables,

1018

00:46:58.745 --> 00:47:00.985

you can visit the executive roundtables page under the

1019

00:47:00.985 --> 00:47:02.465

executive education tab,

1020

00:47:02.875 --> 00:47:06.985

which is located @ [www.openminds.com](http://www.openminds.com).

1021

00:47:07.635 --> 00:47:09.385

Sarah john I thank you very much.

1022

00:47:09.705 --> 00:47:11.905

I will be in touch and everybody who joined us today,

1023

00:47:11.905 --> 00:47:13.825

if you think up something in an hour from now,

1024

00:47:14.205 --> 00:47:17.225

you can email me at [cThornton@openminds.com](mailto:cThornton@openminds.com)

1025

00:47:17.565 --> 00:47:19.025

and I will pass along the question.

1026

00:47:20.265 --> 00:47:21.655

Thank you so much for having us. Thank you.

1027

00:47:22.315 --> 00:47:23.975

All right, take care and everybody have a great weekend.