

Getting the Public To View and Use Your Report

John Bott, Center for Delivery, Organization, and Markets, AHRQ

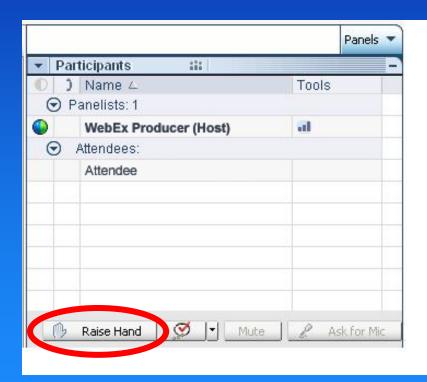
Maribeth Shannon, California HealthCare Foundation Karen Migdail, Office of Communications and Knowledge Transfer, AHRQ Shoshanna Sofaer, Baruch College



Using the "Raise Hand" Button for Questions

❖ If you have questions during the Q&A session, please use the Raise Hand function; you will be placed into a queue to ask your question.

To ask a question, click on the **Raise Hand** button in the Participants Panel
and the Host will unmute your line.



Once you question has been answered, please click the **Lower Hand** Icon and the Host will mute your line.





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Questions

We will have three opportunities throughout the Web conference for you to ask questions of our speakers. To do so, please:

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OR

During the Q&A sessions, click the "raise your hand" button to be un-muted and introduced to verbally ask a question



Agenda

- Welcome and Introduction
- California HealthCare Foundation Example
- Questions and Answers
- Media and Messaging
- Questions and Answers
- Using Social Marketing Principles
- Questions and Discussion



Web Conference Schedule

Orientation:

October - Designing Your Reporting Program

Measures/Data/Analysis:

November - Selecting Measures & Data

December - Key Choices in Analyzing Data for the Report

Today - Classifying Hospitals

Reporting/Disseminating/Promoting:

February - Displaying the Data

March - Web Site Design & Content

April - Getting the Public To View and Use Your Report

Evaluation:

May - Evaluation of Public Reporting Program

Closing:

June - Highlights From the Learning Institute



Today's Learning Objectives

Participants will learn:

- Key steps in establishing and maintaining positive working relationships with print and electronic media
- How to frame stories for the media that will interest them enough to use
- The basic elements of social marketing as an approach to promoting and disseminating comparative quality reports
- How advertising can contribute to promotion and dissemination, including Web advertising
- How to learn which advertising and promotion strategies are working best for you
- How outreach through community organizations can contribute to your promotion and dissemination efforts



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Marketing and Promoting Public Reports CalHospitalCompare.org

Rating Hospital Quality in California

RESOURCES & TOOLS ABOUT US CONTACT US

Cedars-Sinai Medical Center

Search: Enter county, city, or Zip code



View Ratings by:

Heart Attack

Heart Bypass Surgery

Heart Failure

Maternity

Pneumonia.

Other Conditions >

Other Surgery

View All

Cedars-Sinai Medical Center

8700 Beverly Blvd. Los Angeles, CA 90048 (310) 423-3277

Discount Price Policy

Email Hospital Visit Web Site View Map

View letter from this hospital

Click on any

to see more ratings or on any for definitions of the measures. Use the tabs on the left to see how this hospital rates for other conditions or treatments. To print this page, use the "Print" button to the right.

To see the rating scales, click on any icon or About the Ratings.

Critical Care	? 🎟	Current	State Average
AVERAGE	ICU Mortality Rate	16.20% (lower is better)	13.16%
ABOVE AVERAGE	Respirator Complication Prevention	93%	85%
	Patient's head elevated	99%	93%
	Peptic ulcer medication given	99%	95%
	Blood clot prevention performed	95%	93%
Patient Safe	ty ? ==	Current	State Average
ABOVE AVERAGE	Surgical Care Measures	97%	92%
	Infection Prevention		
	Appropriate timing of antibiotic	98%	93%
	Use of appropriate antibiotic	98%	96%
	Appropriate discontinuation of antibiotic	94%	87%

COMPARE TO

State Average U.S. Average

One Year Ago

Compare to other hospitals in your area:

Olympia Medical Center

UCLA Medical Center Westwood

Kaiser Permanente West Los Angeles Medical Center

Brotman Medical Center

View All

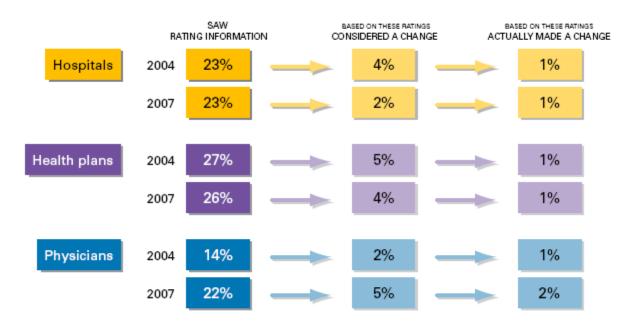
Non-participating hospitals in your area:

Miracle Mile Medical Center Century City Doctors Hospital Hollywood Community Hospital of Hollywood

Temple Community

Limited Consumer Interest

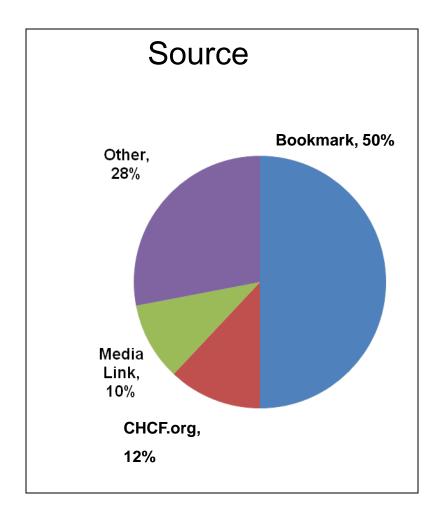
Among all respondents, those who...



Source: Just Looking: Consumer Use of the Internet to Manage Care (CHCF - 2008)

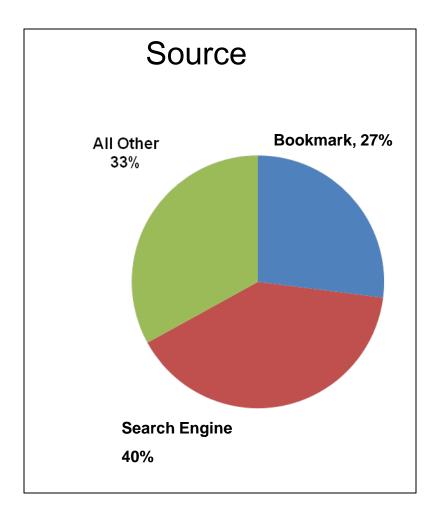
CalHospitalCompare Initial Sources of Traffic

- 170,000 unique visits since launch (35,000 in first week)
- Average 10 pages per visit
- Vast majority of traffic (50%) is coming in through bookmarks which may be heavily weighted with "industry insiders"



CalHospitalCompare: 1 Year Later

- But after a year, it appears that more are reaching the site through searches
- Tide may be turning to more consumers and those outside of the industry reaching the site



Campaign Objectives

- Increase awareness/encourage hospital participation
- Drive traffic to site/increase use of data in hospital choice decisions
- Learn

Strategy

 Target audience: Expectant mothers in San Francisco Bay Area

(Maternity is a "shop-able" condition with young, Internet-savvy population)

- Media: Primarily online
- Message:
 - Tap into desire for more information
 - Reassure users that ratings are unbiased and independent

Outreach Strategy

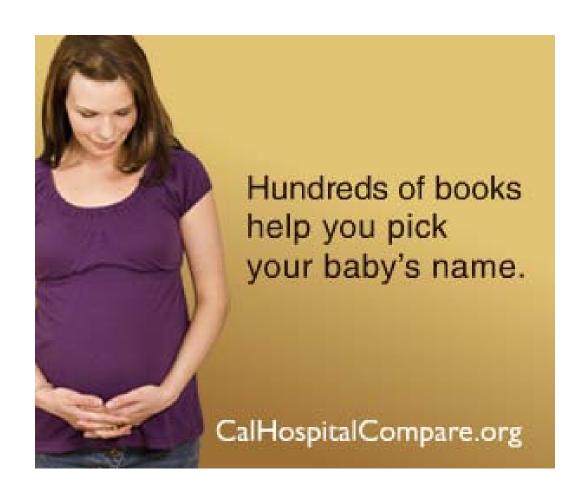
- Online media
 - 1. Placement
 - Display ads
 - Text ads
 - 2. Search terms
 - Key word searches trigger text ads
 - 3. Branded e-mails
- Event sponsorship





California HealthCare Foundation

Your source for unbiased, independent ratings of hospital quality – including maternity services.





We can help.

CalHospitalCompare.org

CALIFORNIA HEALTHCARE FOUNDATION

Your source for unbiased, independent ratings of hospital quality – including maternity services.



Search Campaign

- Google and Yahoo
- Categories of key words
 - Names of Bay Area hospitals
 - Searches for "hospital reviews"
 - Maternity/pregnancy terms (e.g., C-section, NICU, etc.)

Bay Area Hospitals

Find independent quality ratings of maternity care at Bay Area hospitals. www.calhospitalcompare.org

Learn About Maternity Care

Compare Bay Area hospitals for C-section rates and quality of care. www.calhospitalcompare.org

Branded E-Mails

Targeted e-mails to subscribed lists via relevant brands



Event Sponsorship





Results & Findings

Ads Matter

- Display:
 - Over 14 million impressions
 - Over 12,000 "new" clicks
- Search:
 - 1.3 million impressions
 - Over 13,000 clicks
- Branded e-mails:
 - 10,000 impressions
 - 100 clicks

Traffic

Top 3 Bay Area Hospitals	Page Views
El Camino	664
UCSF Moffit/Long	597
California Pacific Med Center	592

Top 3 Non-Bay Area Hospitals	Page Views
San Gabriel Valley	103
Cedars Sinai	103
KP South Bay	87

Traffic to Campaign Landing Page



Placement Locations Matter

	Cost Per 1000 Impressions	Cost Per Click
SF Weekly	\$13.20	\$30.67
SF Chronicle	\$12.95	\$15.88
SJ Mercury News	\$35.02	\$28.87
CC Times	\$28.99	\$23.71
Citysearch	\$4.84	\$24.75
Yelp	\$16.58	\$32.68
Google	\$1.06	\$5.46
Yahoo	\$2.32	\$1.28

Getting the Wording Right

	Color of Baby's Room	C-Section	Baby Names	Static
Impressions	2,920,947	4,231,990	3,339,103	2,350,506
Clicks	1,962	5,553	2,388	3,130
CTR	.07%	.13%	.07%	.13%

Campaign Objectives Matter

	Total Impressions	Total Clicks	CTR	Avg. CPM	Avg. CPC	
Google Placement	4,928,728	777	.02%	\$1.10	\$6.98	
Google Content	303,702	242	.08%	\$.46	\$.58	

Flexibility Matters

	Total Impressions	Total Clicks	CTR	Avg. CPM	Avg. CPC
Yahoo Right Media	2,884,096	5,789	.20%	\$2.54	\$1.14
Others	9,365,114	2,979	.03%	\$5.63	\$17.70

Size Matters

Ad Size/Shape	CTR
Rectangles/Squares	.13%
Leaderboards	.06%
Skyscrapers	.08%

Most Viewed Most Emailed

(From the last 12 hours) RSS

- In Oakland, man on sidewalk killed when car fleeing police loses...
- Gas price 'bubble' could burst this summer
- Oakland man shoots would-be burglar
- Police ID Southland Mall slay suspect
- PG&E announces two rate hikes
- Man hospitalize after West Oakland shooting

80 years ago, but we prefer the vastly tastier alternatives being cooked up everywhere these days, from San Francisco's Bacar to Oakland's Levende East. These baby burgers straddle the line between comfort food and chic cuisine. Aioli-dolloped, mint-scented, challah-topped options are even popping up at chic receptions — alongside buffet lines of vibrant salads.

Top quality ingredients set modern sliders apart from the daily grind. At Bacar, the rolls are from scratch and the patty is a mixture of Angus beef and rib-eye trimmings. Executive chef Robbie Lewis wasn't trying to get into the burger biz, but he found the idea of sliders on a bar menu too irresistible.

"With housemade pickles, rolls and potato chips, it's pretty artisanal," he says. "but still a perfect little burger. They're tasty, they're delicious. We personally eat a lot of them."

So does his clientele. The petite version has all the appeal of a big, drippy burger without the drippiness. Or the heft.

"It's probably really the ease in eating them," says Lewis. "You're not wrestling a big burger, keeping it pressed together. You

Advertisement



can be engaged with whomever you're hanging ut with, and you can enjoy a cheeseburger without being dialed into whether you're going to drip

pickles and theese down your tie."

Sliders are popular in Pleasanton too, where Eddie Papa's American Hangout uses a steakhouse charbroiler to produce flash-grilled mini-patties. blackened or the outside, still pink in the center, served atop lofty dinner rolls from Pleasanton's Bibiane Bakery.

It's fine to use good store-bought rolls, says Jamie Lauren, the executive chef at Absinthe, the San Francisco brasserie and bar. Just make sure you add some sizzle to that slider.

Lauren blends ground chuck with ground steak trimmings and fatback — the fatty part of bacon — and tops with spicy, caramelized onions and aioli before tucking the givine results into a Hawaiian sweet roll. Add some cruwfoled Gorgonzola, and it's a high-end burger experience with a



Sean Kareem Randall's lamb sliders with onion chutney, homemade cumin scented pickles, and...



More

- Forum: Food
- Browse local food events
- More recipes
- More food and wine

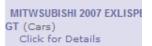
Related

Jun 10:

- Recipe: Sliders with gruyere
- Recipe: Absinthe Sliders







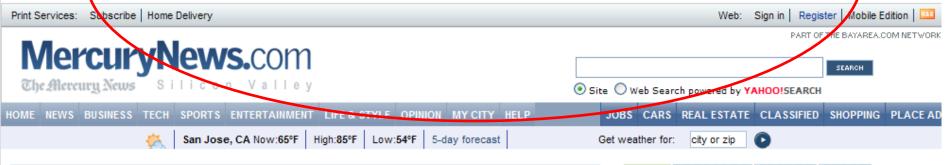
SATURN 1998 SL2 (Cars) \$2980, 30+mpg, 5spd



CalHospitalCompare.org

CALIFORNIA HEALTHCARE FOUNDATION

Your source for unbiased, independent ratings of hospital quality – including maternity services.



Life & Style

Kefta tagine with lemon and cilantro

This meatball-like tagine can be prepared ahead, then refrigerated and reheated. Serve it with crusty bread, couscous or a salad.

Columnists

Dear Abby Advice

Bruce Newman

Alarms & Diversions

Donna Kato Fashion

Linda Goldston Animal friends Home Plates
Recipes and food tips

Steve Yvaska

Antiques columnist

Male Call Advice from a guy

Laurie Daniel

Wine

More Mercury News headlines

- Vet removes 35-pound tumor from potbellied pig at animal sanctuary
- · Peanut butter chiffon pie
- · Study: Otter population on rise but still too low
- If you can't stand the heat, don't watch 'Chef' finale
- · Some things to consider before buying a tagine
- · Kefta tagine with lemon and cilantro

Travel

When food crosses the line



Jamie Mitchell offered to eat the illicit ham on the spot, but the border official wouldn't allow it.

Recipe Finder and Keeper

Warriors: David Stern and the Illusion of Openness Docu-Drama: Yahoo answers employees' FAQs about severance plan Sharks: In Toronto, Wilson talks about his time in San Jose Docu-Drama: Blue Coat under 'formal' SEC investigation; ex-officer issued subpoena All blogs

Advertisement

Ride VTA's Frequent 15

- Service every 15 minutes during peak hours
- A great solution to high gas prices
- Transit is the GREEN way to go.



Names Matter

	Specific Hospital Searches	General Hospital Searches	Birthing/ C-Section	Pregnancy/ Maternity
Impressions	656,175	173,060	144,043	233,645
Clicks	12,054	924	405	187
CTR	1.84%	.53%	.28%	.08%

Cost Matters

	Total Impressions	Total Clicks	CTR	Avg. CPM	Avg. CPC
Vital Juice Daily (branded e-mail)	1,000	60	6%	\$500	\$8.33
Merc News (branded e-mail)	9,424	51	.54%	\$100.81	18.63
Yahoo Right Media (display ads)	2,884,096	5,789	.20%	\$2.54	\$1.14

Final Thoughts

- There is an audience for quality Web sites, but their information needs are often condition specific
- Medium and message must be targeted for the individuals you are trying to reach
- Audience almost certainly extends beyond maternity

Future CHCF Efforts

- Continue to advance transparency in an open, credible way
- Help consumers to use available information to make good health care choices
- Track and report progress improvement in health care delivery - over time



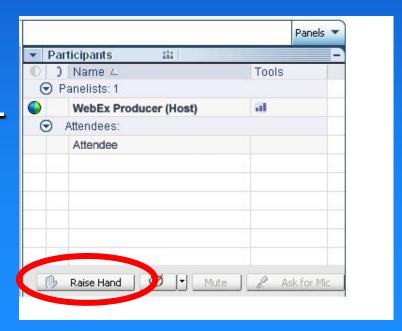
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Getting Media Interest...



A Few General Thoughts

- Would Mom understand?
- Translating data or research doesn't compromise science
- Makes findings more relevant
- Helps the reporter sell the story to an editor



Hail the Abstract or Executive Summary!

- Serves as entry point to the data for press
- Helps the reporter determine if it's news and its magnitude
- Makes it easy to formulate questions
- Bottom line: Clarity starts here!



Options for Getting the Information Out

- Press release
- Targeted pitch
- Event real or virtual
- Write articles/commentaries
- Encourage others to write articles/commentaries
- Community open houses
- New media Facebook, Twitter, etc.

Be creative!



So you've got media interest...

What happens now?



Health Reporters- When You've Met One, You've Met One

- Health and medical issues are increasingly complex
- Broader coverage areas
- Greater competition
- Faster news cycles Internet
- Competition with bloggers, Twitter, etc.
- Association of Healthcare Journalists



Common Myths

- Media is our partner
- Media is our enemy
- Trade press reporters know/understand health care well
- General press reporters don't know/understand health care well
 - Corollary: TV reporters are all flash, no substance
- Local media



Establishing Ground Rules

Type of interview

- On the record
- Off the record
- On background
- Confidentiality?

Timing of interview

- You don't have to talk to the reporter immediately
- However, ask and respect his or her deadline

What is the story about?

- Questions to ask
- AHRQ public affairs can help



Packaging Your Information

- Make it concrete for reporters
 - Use real examples
 - Emphasize the good....
 - But don't shy away from the bad
- Try to avoid presenting victims and villains
- Take time to explain your data and the implications
- Offer to be a resource provide other sources and assistance with data

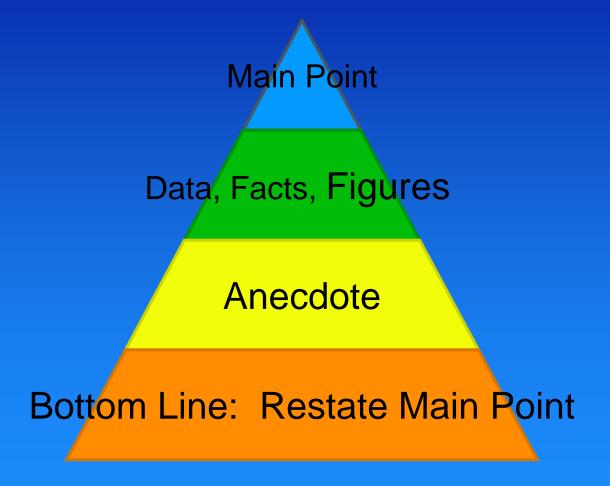


Packaging Your Expertise

- Messages
 - "An interview is no time for an original thought."
- Speaking style
 - Speak concisely
 - No jargon
 - Sound bites can help
 - Find your own comfort level
- Practice makes perfect



Anatomy of a Message





Nevada Hospital Association

Press Release and Messages



Nevada Hospitals Show Mixed Results on Hospital Report Card Surgical Care Ranks High; Room for Improvement in Other Areas

Few patients died or had uncontrolled bleeding after surgery, and births were generally successful with or without the use of instruments in Nevada hospitals, according to a new report designed to evaluate the quality of care they provide.

The report, which was released today by the Nevada Hospital Association today, measures how hospitals perform on a number of measures, including death among surgical patients, infections, bleeding and blood clots after surgery, as well as how many patients develop pneumonia and other respiratory problems while in the hospital.

While Nevada's 40 hospitals on average did well on surgery and postsurgical care, the report found that the 40 hospitals need to work on other areas such as pressure ulcers, pneumonia, and infections.

Hospitals will be taking action to improve care by.....



Nevada Hospital Report Messages

- Few patients died or had uncontrolled bleeding after surgery, and births were generally successful with or without the use of instruments in Nevada hospitals
- The report uses the Patient Safety Indicators, developed by the Agency for Healthcare Research and Quality. They include measures of death among surgical patients, infections, bleeding and blood clots after surgery, as well as how may patients develop pneumonia and other respiratory problems while in the hospital.
- 3. Nevada hospitals did not do as well on other measures in the report, such as pressure ulcers, pneumonia, and infections.
- Nevada hospitals will be taking the following steps to improve their performance on this report.



Things to Remember

- KISS Keep It Short and Simple
- Answer yes or no questions with "Yes," "No," or "There isn't a yes or no answer" and then bridge
- Never say "No comment"
- Never try to fake an answer. If you don't know, admit it. (Suggest where the reporter might find it)
- Don't repeat the negative; put it aside and bridge



Things to Remember

- Use pre-determined stories, analogies, etc.
- Take advantage of the question: "Do you have anything to add?"
- Don't get angry or impatient try to move the conversation along
- Be confident and friendly
- Use voice and body language



Preparing for Close Encounters of the Worst Kind...

- 3 Words: Prepare, Prepare, Prepare
 - Know your messages
 - Know your Qs & As
 - "Bridging"
- Correction vs. Clarification
- Public affairs people can help!



Code of Ethics

- Honoring embargos
- Editorial philosophy varies by company
- Editorial style varies by company and editors
- Credentials

They need us as much as we need them...



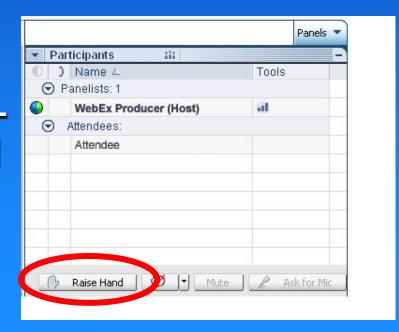
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- Social marketing is the application of commercial marketing principles and practices to support socially desirable objectives and behaviors
- It has been used extensively in health, particularly to shape "healthy behaviors"



- Social marketing involves:
 - Identifying your audience(s)
 - Identifying the behaviors you want them to take
 - Identifying the benefits your audience believes they can get from your report
 - Identifying the barriers your audience will perceive in enacting the behaviors we mentioned



- Social marketing involves:
 - Motivating your audience to take desired behaviors by stressing benefits and overcoming barriers
 - Identifying when the audience will need the report
 - Identifying how to position the report



- Identifying your audience(s)
- In this presentation, we are focusing on the public as the primary audience, but you will have others as well
- But you are more likely to reach a more specific audience, such as people within a certain age range, gender, home location, etc.



- Build your product to match the needs THEY perceive they have
- Position your product so it is easily accessible to them
- Promote your product by stressing the benefits THEY perceive will be most important



- Be clear about the specific behaviors you want people to take:
 - Accessing the report
 - Spending time looking at the report
 - Using the data in some way
 - Talking to other people about the report



- Most people do not yet recognize the benefits of using comparative quality information
- This means we have to present those benefits so they resonate with the audience
- Emotional as well as rational benefits are important to highlight



- When we believe in something, it is hard for us to see the barriers that others perceive to using it
- Your audience will perceive barriers; you need to learn about them and acknowledge them
- Report design is a way to reduce barriers
- But there may be others, particularly to using quality information



- Motivation is key
- We motivate by actively promoting the benefits of the report to the audience, while neutralizing or overcoming the barriers
- One reason we "segment" our audience involves identifying a group that will be, relatively, easy to motivate



- With respect to timing, quality reports are unusual
- We cannot predict when people will want and need to use them
- So we have to position and promote sites so people know they are there and kind find them when needed



- Positioning: Where should your report be placed?
- A trusted site is critical; branding is an important long-term strategy
- Make it easy for people to find your site, wherever it is



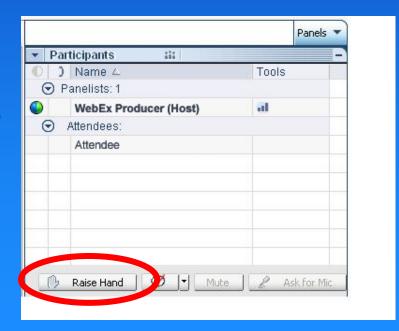
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Next Web Conference

Evaluation of Your Public Reporting Program

May TBD, 2009

Judy Hibbard, University of Oregon Shoshanna Sofaer, Baruch College Beth Eastman, Agency for Health Care Administration, Florida Center for Health Information and Policy Analysis

You are welcome to invite others from your organization



For More Information

QI Learning Institute Web Forum: https://ahrqqili.webexone.com/

Login Name: First letter of first name followed by last name; capitalize first two letters (Example: JGeppert)

If you forgot your password, enter your Login Name and press "Forgot your password?" and Webex will e-mail you a temporary password.

- QI Learning Institute E-Mail: QualityIndicatorsLearning@ahrq.hhs.gov
- QI Web Site: http://www.qualityindicators.ahrq.gov/
- QI Support E-Mail: support@qualityindicators.ahrq.gov



QILI Evaluation

Please fill out the <u>evaluation form</u> that will pop up on your screen after you leave the Web conference.

Thank you for your participation!



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