



Who is the first person that comes to mind when you think of healthcare? For most people, the answer would be the physician. Unsurprisingly, Healthgrades has been around since 1998, helping connect physicians to consumers for their healthcare needs. It is also no surprise that this group has a particular insight into what makes a company succeed—the people—and Becky Allen is one of those people.

After the joint venture announcement in August of 2022 (has it been that long?) I had the pleasure of attending a Healthgrades Lunch and Learn. I quickly noticed their special bond. This time, I had my own lunch and learn with Becky, SVP, General Manager, Health Systems and Providers, Healthgrades. Becky enjoyed a brightly colored Easter egg as we chatted. Due to busy schedules, she and her family enjoyed that family tradition together a little later than usual.

***What makes (the people of) Healthgrades so unique?***

“The monetization and consumers sit under all of it, helping them decide when to go to the doctor. Healthgrades is the number-one site to help consumers help find the right doctor. It is a complex funnel. There may be more research, but at some point, [the consumer] decides to see a doctor, or I am diagnosed with something, which is a momentous change. I now want to find the *right* doctor, and however we monetize it, that consumer can find the right doctor because that can make a dramatic difference in my outcome. That is what we do at HG, and we are broadening that. Now, we are considering other ways to help a health system with workflow automation.”

***What does RVOH promise to offer with the new product Medchat? Why would people want to use it?***

“Medchat is around automation workflow. It would be best to assist in finding the right doctor, choosing the right one, getting an appointment, and answering the phone. Medchat will help a practice to have the

"Healthgrades has built up a team with much tenure. It is not just spending time together; we were able, as Healthgrades, to be together and 'rowing' in the same direction and leadership over the years. We all personally cared about each other and had many life experiences together. There has been significant change, and until six months ago, we had all been around what Healthgrades became in 2010-2012, from private to publicly traded. It also helps working with health systems, providing quality care, and providing the mission, which has helped us. There was also the pharma side that works under media. The focus was on what each was bringing and keeping that focus on really working as a team and pulling together to accomplish remarkable things." Every time Becky talks to someone about "why do you stay," it is the people. They have had a good run at the culture beyond the top leadership.

"The opportunity now is that we are becoming part of a bigger family, and how do we bring that beyond people we have known for a long time? Trust and transparency, sprinkled with a little bit of candid work. I have always loved the ability to have a hard conversation."

In her role, Becky is working to build revenue to sell, and then there is a team that wakes up every day thinking about the consumer, and those two things must align and be balanced. If she is not pushing on her side, and they are not pushing, they could tend toward one way or another. "Asking tough questions, feeling safe to ask challenging questions... the idea is to foster collaboration and ask who pays the bills and the consumer."

ability to answer the phone to take care of patients; they have help shortages; every time, Sally, at the front desk, must answer a call, which is hard. Suppose there is a better website where consumers can get an answer to their health. It is a tool that a health system or practice would buy, which would then help with patient triage and help patients get answers to their questions, boost productivity, and help people make sure they have the time to do the right care."

***Why is this product and partnership important for employees? For the company?***

"Medchat is more challenging to say how it will help employees, but it will help medical practices and physicians have better practices. For Myhealthmatch, there was a tool for friends and family; employees could use this tool to provide data on their experience with the doctor and scores of the physicians. So, if you have a doctor, you can put that in there and see how that information aligns with other doctors in the market. Employees have been using information that is hard to put on the website just for daily consumption, and now we have this technology called myhealthmatch. Could they use Medchat? That might, in the future, help to ask those questions because it's more chat-based; we do use it on our website so consumers can request an appointment and are looking at how ways other health sites can make it easier on the consumer, make it more digestible being able to ask a question. A technology that can potentially be used on our websites. Having new opportunities to bring in revenue that is not tied to the exact advertising. Medchat is a



Becky is responsible for the Healthcare Services platform.

"The way to think about that is today how we work with health systems and physician practices to help them connect consumers to them and how they get providers to consumers and consumers to providers. Consumers are already coming to Healthgrades to find a doctor and collaborating with physicians and physician practices; how can they be a part of that conversation, whether with their specific physicians, having brand advertising on there, or considering multiple physicians? There is a long legacy of over twenty years of rating hospitals for regulations for mortality, and it is an opportunity for Healthgrades. Most customers are unaware that they can know these rates at the hospital where they will have the procedure. It is still a growing opportunity. They also work with health systems to market those ratings, five stars, or expertise, lowering complications and mortality."

"These are the core components of what we do; as we plan and think about the future of RVOH, the healthcare platform is thinking about what all the platforms can do to help physicians when they help a patient or specialist that they can get to the right doctor or hospital in what they need. If they need a knee replacement to find the correct physician, that patient choice is factored in. If you like your doctor, you will have better outcomes."

Becky supports her whole team in having the right products, operationalizing those, sales, going to market, and helping clients succeed.

chance to diversify the portfolio to help clients to solve their problems."

### ***What do you think would help to unite RVOH employees?***

"The more we understand the common goals, the better. We are a healthcare company. There are a lot of common goals, and the more that all of us in the organization, as many of us who are constantly thinking about what it across the business is and in other places, how might these align with the problems I am trying to solve, the common goal. Employees understand the common goals, but they are not perfectly aligned with how those highest-level goals—except that we are all structured—are a challenge for leaders always; better communication and continuing to support people's understanding of the common goals. It is not perfect. We are going to learn, and we are going to grow. Expect positive intent. If you take it that way and understand and convey it to someone, we can remember and develop ourselves and our careers."

### ***"Who Puts the 'H' in RVOH?"***

"Lou Giordano. He is a person within the Healthcare Services platform team who has changed in the last few years. He shared how he has changed his life by focusing on his health. It is more direct than many people. He has such a healthy approach not only to how he eats, how he thinks about the healthy approach, and how he feels about how to structure his life. We do not all think about that as much as we would, and I appreciate his thinking. He is also the glue within the org, someone with healthy goals, problem-solving, and

***Where does Healthgrades sit under the new pillars? Why is this important?***

“When we think of the new pillars, right now, it is Healthgrades-centric, but working together in healthcare services platform, it is how we think about providers and practice problems, and how we help them solve them, the Healthgrades intellectual property and capabilities, because they are rating hospitals.” Healthgrades also fits within the media. The same consumers we talk with about how to choose a doctor and quality, pharma also partners with Healthgrades to get their messages in front of the consumers about making an appointment.

connecting different things. He is certainly someone I admire how he connects life, communication, relationships, and partnerships, and he is constantly seeking a healthier approach to all those things. I aspire to be more like him. Every time I am on a call with him, he brightens the room.”

If there is someone in the company you'd like to get to know or would like to be interviewed yourself, please send suggestions to [msteil@rvohealth.com](mailto:msteil@rvohealth.com). Look for the following interview at the end of next month, and remember to keep the 'H' in RVOH!

<https://www.healthgrades.com/>

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