

# find your trampoline

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rethinking revenue

# Celeste LeCompte

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## Currently

- 01. Director of Business Development, ProPublica
- 02. @celrae

## Previously

- 01. Co-founder of Climate Confidential
- 02. Director of Product & Editor at Gigaom Research
- 03. Managing Editor of Sustainable Industries, etc.
- 04. Business & Technology Reporter







It's not a **go-kart**  
business.

It's a  
machine-bending-  
metal-piping-powder-  
coating-and-spring-  
attaching business.

It's not an **article\***  
business.



It's a  
knowledge-creating-  
community-building-  
connection-making-  
storytelling-and-  
information-distributing  
business

# sustainability

do your thing.

How your product gets made matters. Thinking about every step of the process can spark new ideas that won't break the bank.



The image shows the Ikea logo, which consists of the word "IKEA" in a bold, blue, sans-serif typeface. The letters are contained within a bright yellow oval. This oval is centered on a dark blue rectangular background. The entire composition is set against a light blue background.

**IKEA**



So, what's your trampoline?

# example

Here's what I'm working on.



Charles Ornstein is a senior reporter for ProPublica covering health care and the pharmaceutical industry.

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### Report to Congress

[Read the Open Payments Annual Report to Congress here](#)

The Report to Congress summarizes information about the Open Payments program, provides highlights from the second reporting year, and supplies aggregated information about applicable manufacturers and GPOs. This report includes plans for improving the program moving forward.

### View the Data

[View Summary Data](#)  
[Search the Data](#)  
[Create Charts and Graphs with the Data Explorer](#)  
[Download Open Payments Datasets](#)

## Open Payments

Sometimes, doctors and hospitals have financial relationships with health care manufacturing companies. These relationships can include money for research activities, gifts, speaking fees, meals, or travel. The Affordable Care Act requires CMS to collect information from applicable manufacturers and group purchasing organizations (GPOs) in order to report information about their financial relationships with physicians and hospitals. Open Payments is the federally run program that collects the information about these financial relationships and makes it available to you. [View the summary data dashboard](#) for an overview of the published data.

### Search & Explore Open Payments Data

Use the search tool to look up a doctor or hospital, or a company that's made payments. Download all Open Payments data in detail. Interact with all the data sets. States can create and download custom reports.

### Open Payments Data in Context

What is a conflict of interest? What is nature of payment? Learn about Open Payments and what it may mean for physicians, industry, and you.

### Program Participants: Access the System

Learn more about system registration requirements:

- [Physician registration information](#)
- [Industry registration information](#)

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## Dollars for Doctors

How Industry Money Reaches Physicians



# Now There's Proof: Docs Who Get Company Cash Tend to Prescribe More Brand-Name Meds

The more money doctors receive from drug and medical device companies, the more brand-name drugs they tend to prescribe, a new ProPublica analysis shows. Even a meal can make a difference.

by [Charles Ornstein](#), [Ryann Grochowski Jones](#) and [Mike Tigas](#), ProPublica, March 17, 2016, 5 a.m.

[28 Comments](#) [Print](#)

This is part of an ongoing investigation

### Dollars for Doctors

ProPublica is tracking the financial ties between doctors and medical companies.



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# Dollars for Docs

## How Industry Dollars Reach Your Doctors

By Charles Ornstein, Lena Groeger, Mike Tigas, and Ryann Grochowski Jones, ProPublica. Updated March 17, 2016

Pharmaceutical and medical device companies are now required by law to release details of their payments to a variety of doctors and U.S. teaching hospitals for promotional talks, research and consulting, among other categories. Use this tool to search for general payments (excluding research and ownership interests) made from August 2013 to December 2014. | [Related Story: Now There's Proof: Docs Who Get Company Cash Tend to Prescribe More Brand-Name Meds](#) »

### Has Your Doctor Received Drug Company Money?



For example: Andrew Jones, Boston, 10013

All States

Search



**\$3.49B**

in disclosed payments



**681,020**

doctors



**1,135**

teaching hospitals



**1,565**

companies

### Top 50 Companies

Click on a company to see how its payments break down by drug, device or doctor. Or, [see all companies](#) »

COMPANY PAYMENTS

Genentech, Inc. \$388M

DePuy Synthes Products LLC \$94.7M

Topera, Inc. \$93.1M

Stryker Corporation \$90.8M

AstraZeneca Pharmaceuticals \$90.7M

### Highest-Earning Doctors

NAME PAYMENTS

[SUJATA NARAYAN](#) \$43.9M  
Family Medicine

[KAREN UNDERWOOD](#) \$28.5M  
Pediatric Critical Care Medicine

[STEPHEN BURKHART](#) \$24M  
Orthopaedic Surgery

[SANJAY YADAV](#) \$23.1M  
Cardiovascular Disease

### About the Dollars for Docs Data

Details behind our drug company money database.

### Download the Data

The entire data set is available for purchase in the [ProPublica Data Store](#).

### Source

The Centers for Medicare and Medicaid Services [Open Payments](#) data.

### Archive

Search for payments made by 17 drug companies between 2009 and 2013.

### Background Stories



# The ProPublica Data Store

Get the datasets that power our journalism.

- Download for free data we received as the result of a public records request
- Find links to public data sets used in our investigations
- Purchase data sets that have been cleaned, processed, and augmented by our staff

## Premium Datasets (Purchase)

Cleaned up, categorized and often created from multiple sources, these Premium datasets are unique to ProPublica.



## APIs and Raw Data (Free)

ProPublica's APIs and other free-to-download raw datasets that we've compiled from our own research or received via FOIA request.

## External Data

ProPublica frequently uses datasets that are free and available online. So instead of downloading copies from us, we send you straight to the source.

## Featured Datasets

	Source	JOURN (\$)	ACAD (\$)	
<b>Premium: Dollars for Docs Data (National, 2013-2014)</b>				
Data on \$3.5 billion in payments made by pharmaceutical companies to doctors, other medical providers and health care institutions between August 2013 and December 2014. The data is a cleaned and combined version of the Open Payments data from the Center for Medicare and Medicaid. ProPublica has cleaned and standardized drug, device, company and teaching hospital names. Data from 2009-2013 is available <a href="#">here</a> .	Centers for Medicare & Medicaid Services	\$200	\$2,000	 PURCHASE
Size: 14,837,291 rows, Date Released: 1/1/2016				
<b>Premium: Open Payments / NPI Crosswalk</b>				
An add-on to the Dollars for Docs data set, which includes data on \$3.5 billion in payments made by pharmaceutical companies to doctors, other medical providers and health care institutions between August 2013 and December 2014. Dollars for Docs is a cleaned and combined version of the Open Payments data from the Center for Medicare and Medicaid. ProPublica has cleaned and standardized drug, device, company and teaching hospital names. The Open Payments-NPI crosswalk enables users to match physicians in the Open Payments database to other provider data associated with	ProPublica, Centers for Medicare & Medicaid Services	\$1,000	\$5,000	 PURCHASE

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## Sibley Memorial Hospital

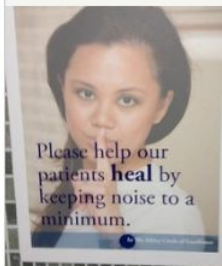


67 reviews

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5255 Loughboro Rd NW  
Washington, DC 20016  
b/t N Macarthur Blvd & N Norton St  
Palisades

[Get Directions](#)  
[\(202\) 537-4000](tel:(202)537-4000)  
[Message the business](#)  
[sibley.org](http://sibley.org)

[Finding your trampoline - Google Slides](#)**Ad** NextCare Urgent Care

★★★★★ 15 reviews

22.2 miles away from Sibley Memorial Hospital

Teri T. said "I picked this office primarily because of the nice reviews, and have to add my "Whoohoo! As good as it gets!" review, too. I had been awake all night Wednesday night with abdominal pain. My physician, who is..." [read more](#)

**Ad** Optimal Dental Center

★★★★★ 61 reviews

[Open now](#)

Aimee G. said "This was the best overall experience I have ever had with a medical facility. Every person there is friendly and professional. The dentists and hygienists even said hi to the people in the waiting room when..." [read more](#)

### About This Provider

Provided by medicare.gov

⌚	ER Wait Time <b>19 minutes</b>	<a href="#">i</a>
💬	Doctor Communication <b>Average</b>	<a href="#">i</a>
🛌	Quiet Rooms <b>Average</b>	<a href="#">i</a>
🗣️	Is this data helpful? <a href="#">Tell ProPublica</a>	

### Recommended Reviews for Sibley Memorial Hospital

Sort by [Yelp Sort](#)Language [English \(67\)](#)[Today](#) [Open 24 hours](#) [Open now](#)[Hours](#)



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# results

does it work?

01. 5,000 free data downloads
02. More than \$200,000 in sales
03. 2016 sales & revenues = 2X



# Growth plans

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01. Recurring revenue products introduced
02. Data sales partnerships with other publishers and journalism orgs
03. New API product being developed jointly with newsroom

# Partnering with the Data Store

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01. Any data used in original, published reporting
02. You provide data, documentation, and a sample set
03. We handle marketing, sales, fulfillment
04. Revenue share arrangements beginning at 50/50
05. 5 new partners to be announced in coming months. Current:

**DAILY NEWS**

**IRE**

**INVESTIGATIVE  
REPORTERS & EDITORS**

# A few questions to ask....

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01. What is our staff doing on a daily basis?
02. What value do these activities create?
03. How am I capturing that value today?
04. Who might be interested in that value?



# diversity

grow your audience

We create value by cultivating unique, identifiable relationships with specific people.

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# stay in touch

[celeste.lecompte@propublica.org](mailto:celeste.lecompte@propublica.org)

# nyt crossword

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2009: launched with Magmic

2016: owned & reported in circ. numbers:

- Q3: \$2.5M
- YTD: \$6.8M
- Up 53.2% over 2015

