BEYOND RECRUITING:

how to onboard & retain your best physicians

TILLER✚HEWITT   marketware

Carrie Bennett, FACHE

VP of Client Strategy, Marketware

- 17 years of experience in physician recruitment, onboarding and outreach

- Additional areas of expertise include patient engagement, community marketing and service line development

- Board certified in Healthcare Management by the American College of Healthcare Executives

scout°
data analytics tool

ascend°
manage relationships

centric°
targeted messaging

tiller-hewitt **signature programs**

BEST PRACTICE

Physician+Hospital RelationsProgram

Outreach / Liaison / Sales Programs Launch/Refresh/Assess

Market Share Growth

Service Line Development

LEAN Process Improvement

trackerPLUS

PRM Tracking Software

Market Intelligence

Referral Data Management

Issue Resolution Tracking

onboardPLUS

Physician & APP **Onboarding & Navigation**

Mentorship

Family /Community Integration

MAKEitMATTER
SALES TRAINING PROGRAM

Onsite Corporate Sales Training

Public Training Workshops

Friday from the Field

MAKEYouMATTER

Leadership Coaching

Professional Development

Personal Wellness

SERVING CLIENTS NATIONWIDE

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early physician turn-over
common, expensive

historical attrition within 3-5 years post commitment

costs for re-recruiting for the same role

missed opportunity costs

challenges to **recruiting the perfect fit**

demand
• Intensified Poaching by Recruiters
• Gaps in In-Demand Specialists
• Danger of Simply Plugging the Hole

supply
• Increase in Physician Burn-out
• Millennials Desire for Work-Life Balance
• Call Support
• Rise in Employment Contracts

landscape: **the engagement gap**

engagement among physicians is very low

20%
engaged
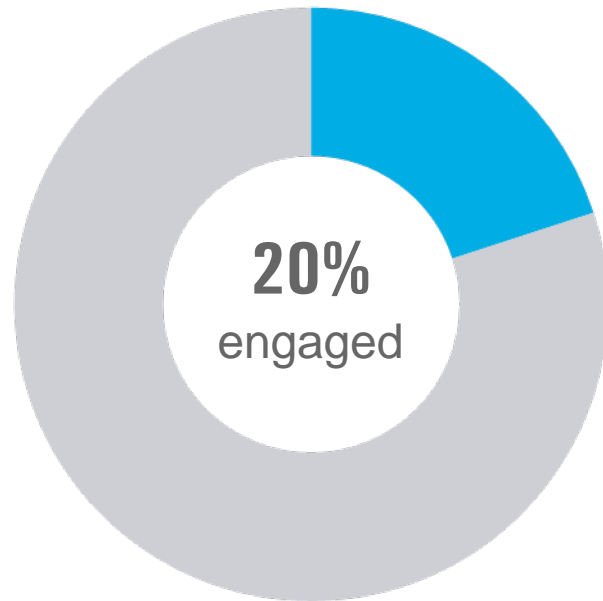
how many years do you expect to stay with your current organization?

turnover within 2 years

staff physician
25.9%

turnover within 5 years

staff physician
68.7%

Source: Athenahealth/EPOCRATES, 2016

Source: Leaders for Today Survey of ; May 2017

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competition is fierce

63% OF PHYSICIANS COMPLETING THEIR TRAINING IN 2014 RECEIVED **51 OR MORE** JOB SOLICITATIONS

46% RECEIVED **100 OR MORE** JOB SOLICITATIONS

68% OF NEWLY TRAINED PHYSICIANS WOULD PREFER TO BE EMPLOYED BY A HOSPITAL OR MEDICAL GROUP

ONLY 2% WOULD PREFER AN INDEPENDENT, SOLO PRACTICE

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physician **turnover**

early years are most critical

annual physician
turnover at all-time high

6.8% average
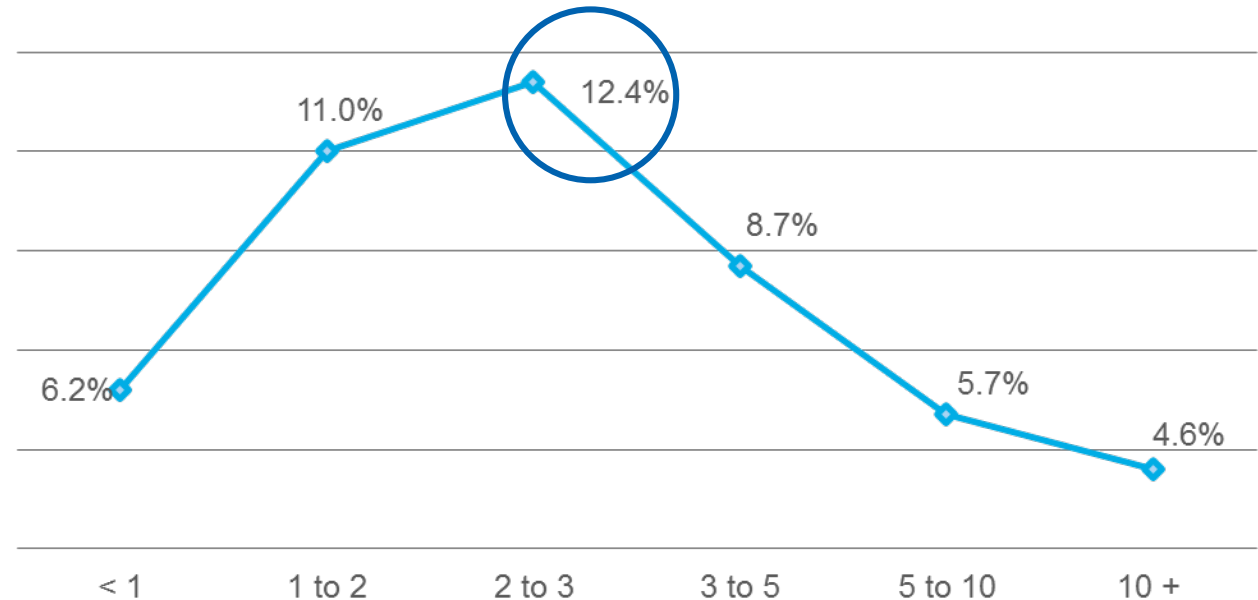
turnover rate by years of service

11.0%
12.4%
8.7%
6.2%
5.7%
4.6%

< 1   1 to 2   2 to 3   3 to 5   5 to 10   10 +

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turnover **costs**

well over $1 million per physician

recruiting costs

$250,000

search expenses, sign-on bonuses, income

guarantees, relocation costs

lost revenue

$1,000,000+

$1,448,458 avg. annual

revenue generated per physician**

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when done right
physician onboarding drives results

increased retention
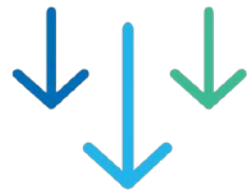
decreased ramp up

improved productivity

increased satisfaction

increased system alignment

we do onboarding!
why are we still facing a gap?
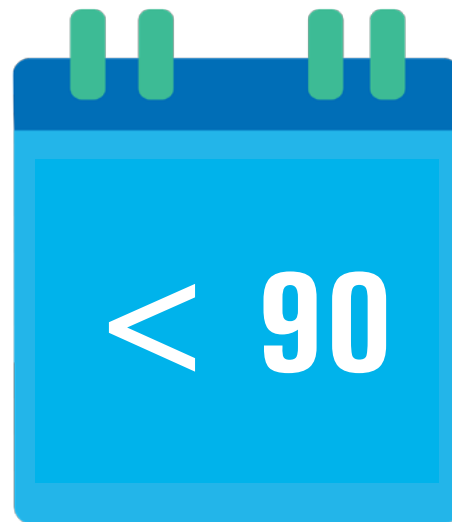
formalized **onboarding**

majority of teams report having an onboarding program in place but

<u>only 1/3</u> formally structure the program

do you have an onboarding program?

No
15%

Yes
85%
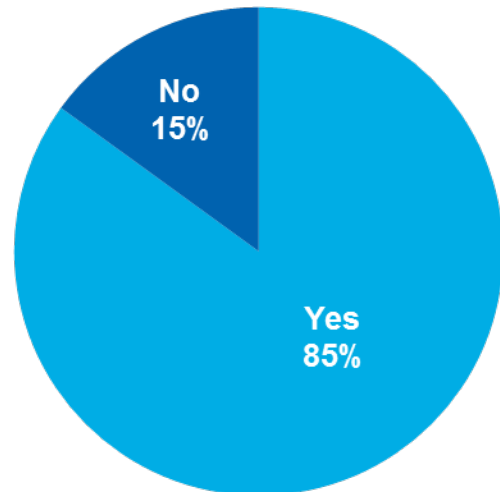
is there a formalized committee /task force?

Yes
33%

No
67%

onboard**PLUS**
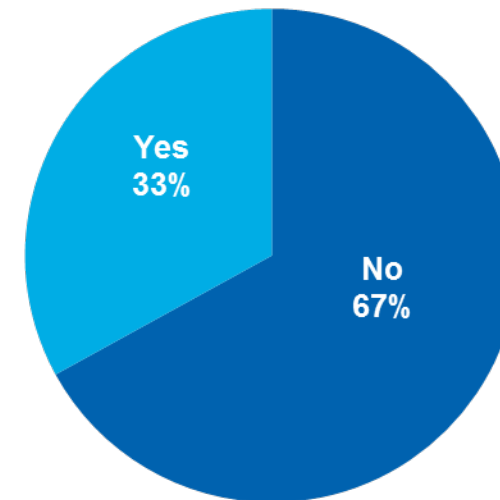
typical **onboarding**

how long does your provider onboarding last?

the majority of administrators mistakenly believe brief "orientation" is the same as "onboarding"

16% < 1 Month

56% 1-3 Months

8% 4-6 Months

8% 7-9 Months

8% 10-12 Months

4% > 12 Months

- < 1 Month
- 1-3 Months
- 4-6 Months
- 7-9 Months
- 10-12 Months
- > 12 Months

onboardPLUS
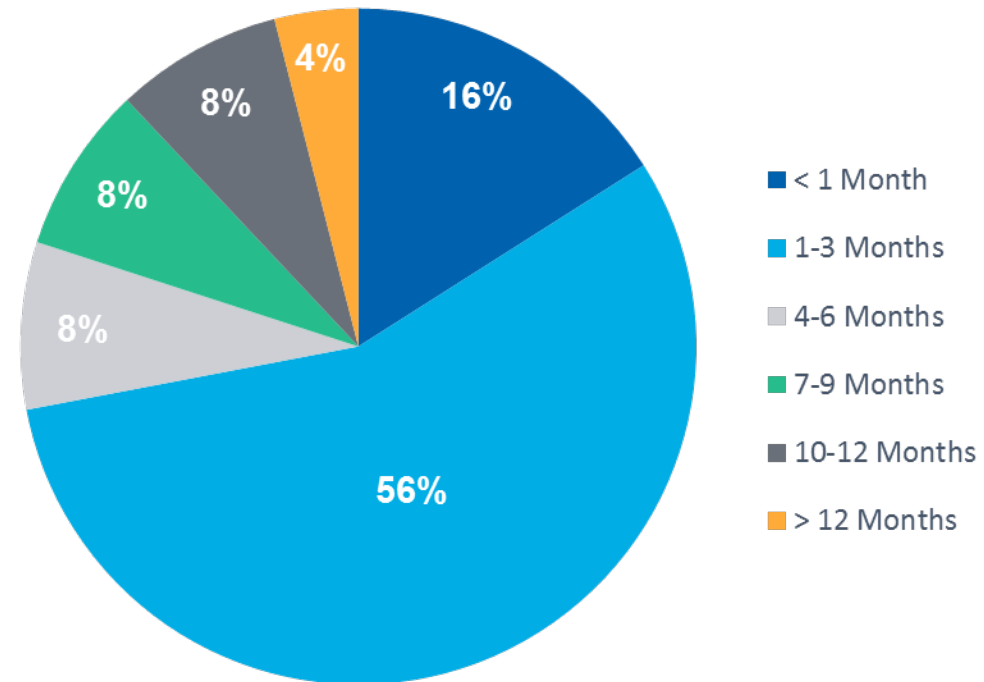
tiller-hewitt **onboarding 4 c's**

collaboration | coordination | consistency | communication
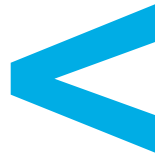
recruitment & orientation is <u>not equal to</u> onboarding & navigation

orientation **vs** onboarding

onboarding & **navigation program**

1. Determine Baseline Reality

   - Build the Case with Surveys and Data

2. Identify and Assemble Team

   - Strong Lead & Scribe

   - Establish Expectations

   - Assign Roles & Responsibilities

   - Create Accountability System

3. Conduct Lean Process – Rapid Improvement Events – Action Plan

4. Develop and Implement Master Checklist

5. Assess/Implement Mentorship Program

6. Continuous Onboarding & Navigation

where to start
what's your reality & baseline

- Cost to Recruit

- Vacancy Rate and Cost of Vacancy

- Ramp up to Break-Even and beyond

- Turn-over rate (compared to national / regional norms)

- Resources Dedicated to Retention / Navigation

- Focus on Community Assessment / Involvement

- Pulse of Recently Recruited Providers

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strategic **impact report**

dayton children's

client profile

Serves a 20-county area in Ohio and eastern Indiana

Affiliation with Wright State University School of Medicine

115+ employed physicians and professional staff

2000+ employees and volunteers

Challenge

- Difficult subspecialty searches

- Slow Ramp-up

- Retention Issues

- Lack of Internal Collaboration

- Liaison / Practice Management

Solution

- Launched Formal Program

- Convened Team and Champion

- Conducted Lean – Rapid Improvement Event

- Included a Formalized Mentor Lead & Program

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onboarding use case - **results**

dayton children's   **recruited over 70 physicians**

days to full payer credentialing: from 322 to 84	months to productivity: from 14 to 5 months	turnover rate: from 11.6 to 2.7%

Days to Credential — 322, 84

Months to Full Productivity — 14, 5

Turnover Rate — 11.6%, 2.7%
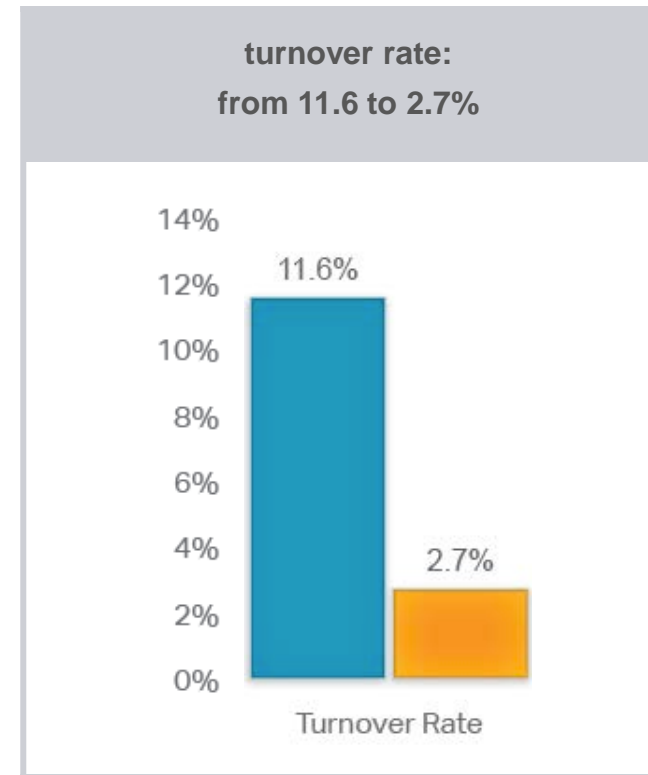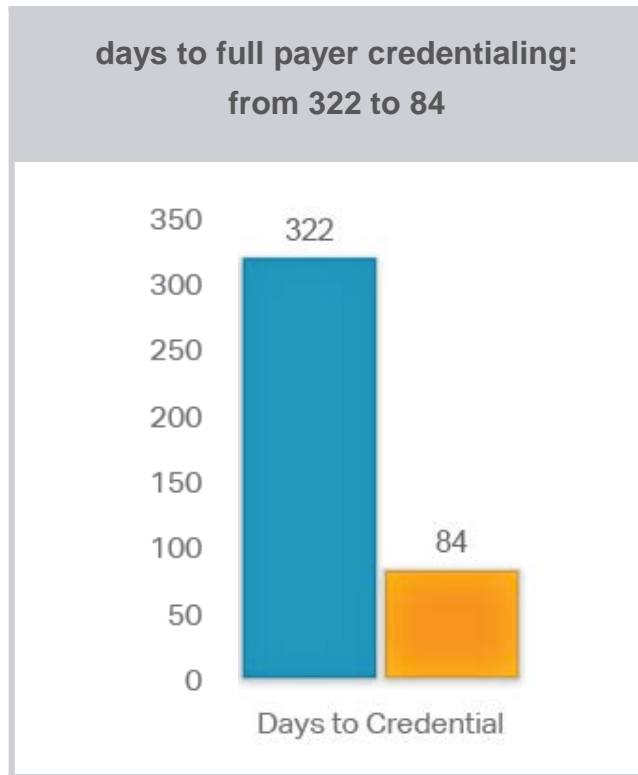
■ Baseline 2013   ■ FY 2015

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critical **success factors**
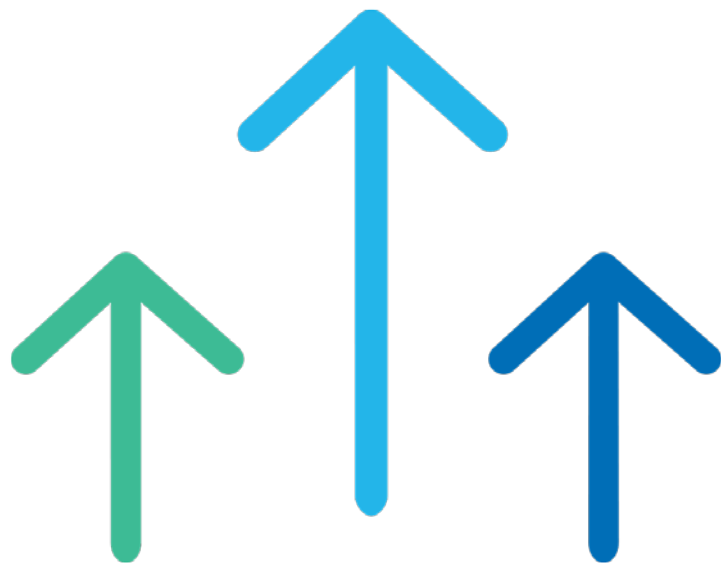
- Identified an onboarding lead ("owner")

- Set measurable goals and report key dashboard metrics

- Continually sought feedback from physicians who recently completed onboarding

- Defined the process for physicians to help set expectations

- Assigned a mentor for a full-year commitment

strategic **impact report**

LIFEPOINT
HEALTH

Client Need: Difficulty recruiting and retaining providers in non-urban.

Data Discoveries: Studied retention challenges at hospital, regional and system levels to identify key touchpoints and best practices for onboarding success.

Actions Taken: Formalized the onboarding process including key touchpoints, persons responsible and deadlines tied to start date. Increase in recruitment materials & effort. Centralized physician outreach planning & accountability.

Initial Results: Strong growth in provider engagement, satisfaction & retention.

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Abc | search names...

Home | Profiles | Initiatives | Issues | **Alignment** | Lists | Routing | Reports

Switch To

+ New | Sort By ⬦ | ⏚ Filter By ⌄ | | + **Manage Templates** | 📄

Alignment Completion

09. Locums - Joining E..	94.29%
11. Hospital Based - N..	90.38%
Volume Assessment a..	67.71%
10. Hospital Based - E..	38.63%
02. Employed - Joining..	29.43%
08. Locums - New Prac..	15.46%
07. PSA Employed - Jo..	14.04%
01. Employed - New Pr..	8.72%

[Name redacted] ....im

Cardiology, Interventional Cardiology

View

Sovah Health - Martinsville

Start Date : 07/19/2015

🚩 81 Questions Past Due

Actions

Volume Assessment and Plan

◯ Going Smoothly

0% complete

Aign.... [Name redacted]

Family Medicine, (Generalist)

View

Sovah Health - Martinsville

Start Date : 02/01/2018

🚩 18 Tasks Past Due

Actions

2. Onboarding Employed Provider - Existing Clinic

◯ Going Smoothly

70% complete

S....[Name redacted]

View

Sovah Health - Martinsville

Start Date : 02/19/2018

🚩 22 Tasks Past Due

Actions

2. Onboarding Employed Provider - Existing Clinic

◯ Going Smoothly

63% complete

Open Department Tasks

Questionnaire	####
Marketing & PRI	365
IT & eCW/Athena	169
Accounting	154
Supplies	145
Human Resources	105
Provider Enrollment	100
Physical Plant	95
Coding	81
Operations	79
Billing	78
Credentialing	73
Medical Staff, Phys. Ser..	70
Legal & Risk Manageme..	55
Revenue Cycle	34
Meaningful Use	25
Strategic Planning	15

Task Status

18,652

101

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~~Doctor Karen MD~~

📷 Add Picture

☰	Demographics
🧭	Metrics
📊	Dashboards
⊿	Activity
⊟	**Alignment**
🗂	Files

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01. Employed – New Practice   🔒 4 📄 ⋮

Start Date	08/01/2018	○ Going Smoothly	✏
Facility	Ashley Regional Medical Center	30% Completed
Assigned	Kevin Allan	

— View Tasks

+ New Task

Tasks	Category	Assigned	Start Date	Due Date		
Verification of work history and prior hospital affiliations	Hospital Credentialing	Market Director/Manager	05/03/2018	05/03/2018	💬	↻ In Progress ∨
Background check on Provider (Coordinate with HR & Med Staff Services)	Human Resources	Human Resources	05/03/2018	05/03/2018	💬	↻ In Progress ∨
Coordinate provider and staff training sessions	IT & eCW/Athena	Local It&S	05/03/2018	05/03/2018	💬	↻ In Progress ∨
Local IT or Plant Ops to set-up or assign two fax lines and configure fax server. (One for EMR server and one traditional.)	IT & eCW/Athena	Local It&S	05/03/2018	05/03/2018	💬	↻ In Progress ∨
Initiate, Complete and Mail Federal Tax ID # Application and State withholding Tax ID Application, if applicable.	Legal & Risk Management	Market Director/Manager	05/03/2018	05/03/2018	💬	✳ New ∨
Select Location and Obtain Lease Agreement	Legal & Risk Management	Market	05/03/2018	05/03/2018	💬	

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Profile Filters:

Clear All

Lifepoint User Activity Dashboard for 4/1/2017 - 12/31/2017 11:59:59 PM

Group	PRI Selection	Assigned To	Begin Date	End Date
(All)	PRI User	(Multiple values)	4/1/2017	12/31/2017 11:59:59 PM

User List
Total Tasks: 40,769

Central	Bolivar Medical Center	Betty Britt	603
	Bourbon Community Hospital	Diane Wagoner	261
	Clark Memorial Medical Center	Kathy VanCampen	1,849
	Clark Regional Medical Center	Roni-Anne Denham	535
	Fleming County Hospital	Joyce Fidler	101
	Georgetown Community/Blue..	Julee Dycus	78
	Georgetown/Bluegrass	Bridget Foster	474
	Jackson Purchase Medical	Tara Straub	247
	Lake Cumberland Regional	Marcella Treado	1,013
		Mike Tipton	84
	Livingston Regional Hospital	David Cox	458
	Logan Memorial Hospital	Kristi Blue	61
	Meadowview Regional Medical	Angie Calland	153
	Riverview/Trousdale	Chad Smith	217
	Rockdale Medical Center	Sarah Teach	83
	Spring View Hospital	Heather Lamkin	91
	St. Francis Hospital	Jessica Blackburn	951
	Starr Regional Medical Center..	Justin Coffman	1,057
	STRHS - Winchester	Skye Maxon	1,007
	STRHS-Pulaski & STRHS-La..	Olivia White	683
	Sumner Regional Medical Ce..	Lori Johnson	602
Eastern	Central Carolina Hospital	James Ford	1,021
	Clinch Valley Medical Center	Barry Alley	1,153
		Sarah Bailey	1,124
	Conemaugh Memorial Medical	Jennifer Aurandt	284

Topics Discussed

Growth Opportunity	349
Orthopedics	324
Cardiology	302
Surgical Services	283
Neuro	278
Hospitalist Program	145
Imaging	103
Special Projects	96
ED	94
Urology	83
Pediatrics	78
Rehab	76
Outpatient Services	56
1. CEO/PRI Rounding	35
InPatient Services	20
Oncology	10
Behavioral Health	6
Retail Strategy	5
Issue Resolution	1
Physician IT/IS Education	1
Women's Services	1

<- Select Criteria from "User List" to see Topics Discussed

Categories
Total: 1,013

Referral Growth	749
Retention	227
Recruiting	22
Issue Resolution	11
Onboarding	4

Objectives
Total: 1,013

Opening or Event	478
MD Meeting	301
Meeting with Scheduler/Offi..	131
Provider to Provider Visit	34
Executive Rounding	25

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Abc ▾   search names...

Home   Profiles   Initiatives   Issues   Alignment   Referrals   Lists   Routing   Reports
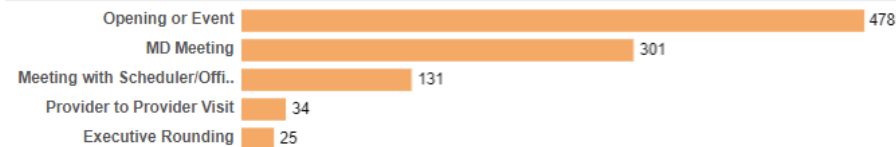
Main   🔒1   ⚙

Dustie Maguire

☰ Demographics
◎ Metrics
📊 Dashboards
☰ Activity
⇄ **Alignment**
📂 Files

New Activity ▾

6. Volume Assessment and Plan   🔒4 📄 ⚙

Start Date	06/16/2016	● Going Smoothly
Facility		0% Completed
Assigned	Dustie Maguire	

✏

⊟ View Questions

Question	Assigned	Due Date		
Was there at least 60 days between the time the employment or recruiting agreement was signed and the physician opened his office? Quick starts often don't allow for a successful marketing plan and execution.	PRI	09/14/2016	💬	Response ▾
Has the feedback from the Hospital Medical Staff about the physician's overall impact to the community and it's patients been positive?	PRI	09/14/2016	💬	Response ▾
Physician's overall responsiveness to marketing and outreach plans were positive? Physician was willing to assist with the implementation of the overall marketing plan throughout each phase?	PRI	09/14/2016	💬	Response ▾
Are there any new equipment needs identified to assist the physician grow his/her practice?	PRI	09/14/2016	💬	Response ▾
Has a satellite clinic location been established?	PRI	09/14/2016	💬	Response ▾
Has a Provider open house been conducted? Did the physician open house go well and was the attendance good?	PRI	0 4/2016	💬	Response ▾
Local newspaper ads or specialty specific campaigns run during the first 90 days? Have they been successful?	PRI	09/14/2016	💬	Response ▾

some best demonstrated
practices for onboarding

- PRI to set up provider-to-provider appointments in advance of taking provider in the field

- Don't forget about facilities & other referral sources – including the competitor depending on niche

- PRI have Intro collateral material to hand out about provider - Spotlight what makes him/her unique?

- Preparing the provider for the introduction

  o Dressing the Part

  o Binder with who provider will see & background

  o Businesscards/flyer for contact on intake process

- Coaching in the car for a successful sales call

- Thank you notes to facilities & providers visited

- Capture visits to highlight who was visited and downstream impact

- Monitor trends over time

- Schedule time to make 90-day revisits

LIFEPOINT
HEALTH

coordination & **accountability**

engage others

map out touchpoints

roles & timeline

physician feedback

engaging others
to identify touchpoints across continuum

| Recruitment | Relocation | Integration | Creating Connections | Beyond Practice Launch |

identifying & maximizing
key touchpoints

recruitment

- Understanding the need
- Inclusive site visits
- Honest, open view
- Interviewing for 'fit'
- Contracts that meet joint expectations

relocation

- Relocation guidance
- Immediate credentialing
- Shared data collection & processing
- Practice set up support

integration

- Orientation to practice
- Introductory meetings
- Call coverage
- Systems training
- Mentorship

creating connections

- Identifying patient pipelines
- Understanding capabilities & key differentiators
- Marketing guidance
- Introduction to community
- Facilitate strategic outreach visits
- Don't forget about the family

beyond practice launch

- 100-day mark
- 200-day mark
- 300-day mark
- Check-ins during years 2 & 3
- Incorporate physician feedback tools (i.e. New physician focus groups, satisfaction surveys, exit interviews)

mapping key touchpoints

Signed contract received

120+ days prior to start

Kick off meeting - launch alignment plan, appoint project manager & assign tasks/deadlines within Ascend *within 7 days of signed contract*

Meet with physician by phone to review plan & points of contact *within 15 days of signed contract*

Team members complete assigned tasks & document - within Ascend Alignment Tab

Execution of 100-day volume development plan *within 15-30 days of practice launch*

Meet with physician by phone or during house-hunting visit to finalize volume development & marketing plan *45-60 days prior to launch*

Bi-Weekly Touchpoints with Physician

Review & update progress with team *bi-weekly via Ascend Alignment Reports*

Practice Launch

Review practice volume & referral development trends monthly.

100-Day Assessment
Implement recommended plan adjustments if below volume projections

Physician is transitioned from onboarding to retention *once specific practice performance criteria is met.*

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using onboarding checklists to
ensure consistent roles & timeline

Dr. Tim Smith (Orthopedics)	**Start Date: 7/1/2017**	**Tasks Past Due: 3**	**Complete: 66.0%**
Community Integration		**Going Smoothly**	

Summary	Assigned	Start Date	Due Date	Status	Notes
Develop a list of networking targets by specialty & zip code, incorporate these into new practice marketing/networking plans	Bus Dev	6/1/2017	6/1/2017	Complete	16 providers with emphasis on 09876, 098821 markets
Plan & execute road show introducing the provider to other providers & key individuals in the market	Liaison	6/15/2017	7/15/2017	Complete	68% completed; additional follow ups to be scheduled
Assist provider & family in establishing links to the community (setup bank accounts, enroll children in school & activities, eat at local restaurants, ect.)	Recruiter	5/1/2017	5/1/2017		
Schedule speaking engagements for provider	Marketing	7/1/2017	10/1/2017	IP	
Email family list of local contacts	Recruiter	5/1/2017	5/1/2017		
Partner with hospitality committee to Include family in upcoming community event	Recruiter	6/1/2017	8/30/2017	IP	
Orientation	Liaison	6/25/2017	6/30/2017	Complete	
Send provider med staff meeting schedule	Med Staff	6/1/2017	6/1/2017		
New provider orientation lunch	CMO	6/30/2017	6/30/2017	Complete	

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engaging the **new provider**

- What is the service line vision and how does the new provider's practice fit in strategically?

- Who is the providers 'ideal' patient?

- What does the typical patient pipeline look like for their specialty?

- What was their motivation to moving to the area?

- What excited them most about this particular practice opportunity?

- What are some growth accelerators that may need to be emphasized or promoted?

- What are some potential growth barriers that may need to be minimized?

- What have others in their same specialty done successfully to build a practice?

- Who are they outside of medicine and how might this support connectivity?
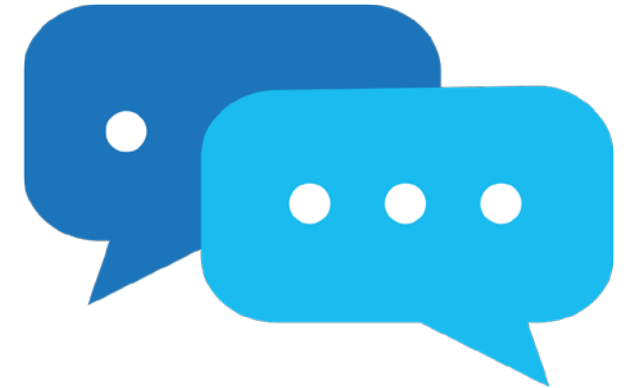
data-enabled **growth**

- Supports the development of stronger strategic priorities

- Provides foundational support needed to build & redirect alignment

- Focuses resources where they add the most value

- Increases ability to measure & effectively communicate ROI tied to growth initiatives

getting **trendy**

Identify key targets by specialty & market

Use claims data to understand the strength of their shared patient connections

Ensure network integrity by acting on opportunities that won't impact from your existing base

Create a plan for active referral follow up

strategic **impact report**

Client Need: Newly employed orthopedic surgeon hungry to fill his open patient slots.

Data Discoveries: Used network connections analysis within SCOUT to identify targeted PCP partners.

Actions Taken: Quickly facilitated physician-to-physician introductions & CME events with PCPs as well as patient-directed educational seminars.

Initial Results: Within 1 month, surgeon was booked out six weeks, bringing an estimated $104,000 in incremental revenue between the practice and hospital.

Profile Filters: Run   Clear All

Shared Patients Analysis Initial Provider

Initial Provider Filters:	Specialty Type	Specialty	Network Status	Provider Name	Group Initial Providers By:	Minimum Shared Patients	Top Providers
	PCP ▼	(All) ▼	(All) ▼	(All) ▼	Practitioner ▼	10 9359	100

Shared Patients with Orthopaedics

Initial Provider	Specialty	Primary Affiliation	Primary Facility	Secondary Provider	Secondary Provider Specialty	Secondary Provider Primary Affiliation	Secondary Provider Primary Facility		Shared Patients
Linguist, David Lane	Family Medicine	Baylor Family Medical Center	No Primary Facility	Roux, Marcus Anderson	Orthopaedics	Orthopaedic Associates	No Primary Facility	▲ 31%	110
				Boone, Benjamin D	Orthopaedics	Ellis County Bone And Joint Clinic	No Primary Facility	▲ 21%	94
				Ellis, James Scott	Orthopaedics	Southwest Dallas Orthopedic	No Primary Facility	▼ -19%	39
				Roye, Robert P	Orthopaedics	Regional Orthopadic And Sports	No Primary Facility	▼ -8%	35
				Berchuck, Matthew	Orthopaedics	Spine Surgery Center	No Primary Facility	▲ 50%	27
				Freudigman, Paul T	Orthopaedics	Acute Reconstructive Ortho Trauma	No Primary Facility	■ 0%	12
Joslin, Eddie Ray	Internal Medicine	Baylor Family Medical Center	No Primary Facility	Roux, Marcus Anderson	Orthopaedics	Orthopaedic Associates	No Primary Facility	▲ 29%	126
				Boone, Benjamin D	Orthopaedics	Ellis County Bone And Joint Clinic	No Primary Facility	▲ 6%	74
				Ellis, James Scott	Orthopaedics	Southwest Dallas Orthopedic	No Primary Facility	▼ -4%	50
				Freudigman, Paul T	Orthopaedics	Acute Reconstructive Ortho Trauma	No Primary Facility	■ 0%	24
				Berchuck, Matthew	Orthopaedics	Spine Surgery Center	No Primary Facility	▲ 44%	23
				Roye, Robert P	Orthopaedics	Regional Orthopadic And Sports	No Primary Facility	▲ 9%	12

Secondary Provider Filters:	Specialty T... (All) ▼	Specialty (M... ▼	Network S... (All) ▼	Provider N... (All) ▼	Group Sec... Practitioner ▼

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strategic **impact report**

client profile
80 Urologists
15 Physician Assistants
18 Ambulatory Surgical Centers
21 Offices

Client Need: Desire to redirect patients from competing entities in an effort to capture stronger market share.

Data Discoveries: Used market analysis report within SCOUT to discover top urology providers in market. Then, leveraged shared patient claims to uncover splitters with potential to emerge as partners.

Actions Taken: Targeted introductions between new CUA urologists and 6 identified providers from shared patients report.

Initial Results: Solid increase in referrals from core group of physicians within six month of campaign launch.

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Profile Filters: Clear All

Procedure Analysis | Practitioner List

Procedure Analysis Dashboard

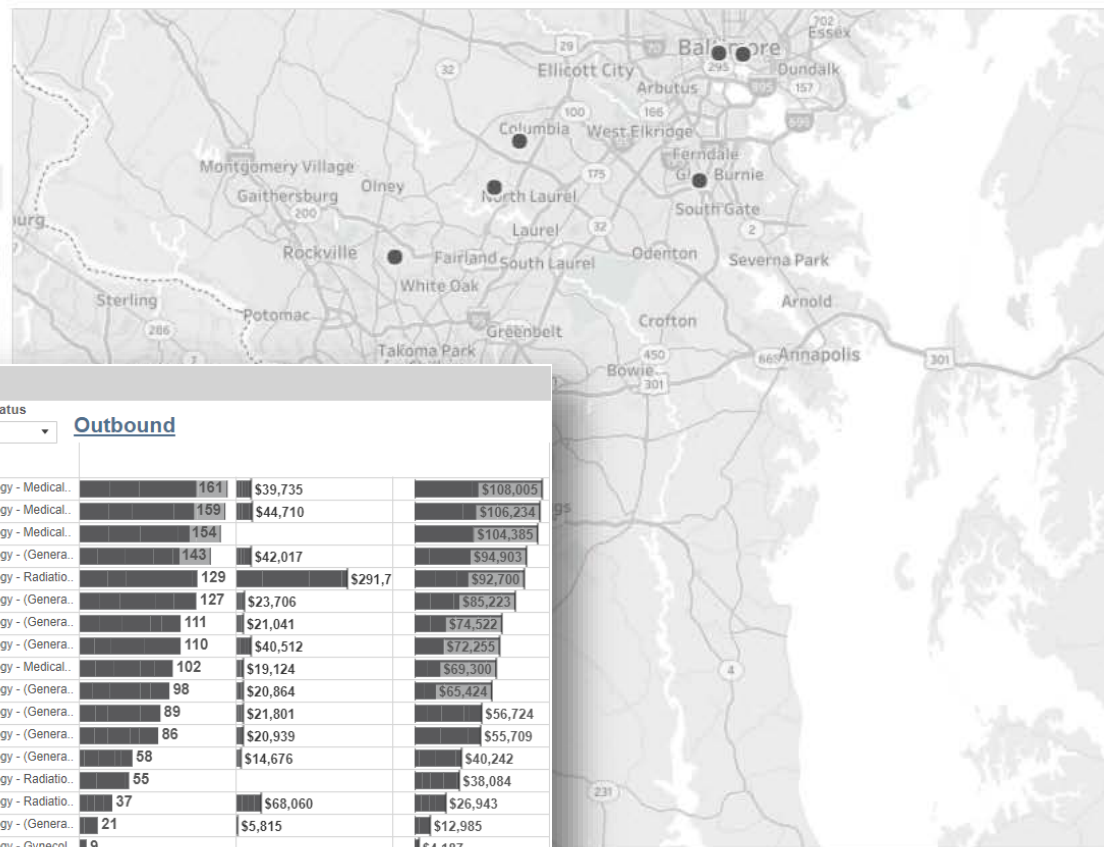**Dashboard Totals** | **Practitioner List**

Total Practitioners	Volume	Estimated Total Revenue
111	281.4K	$272.6M

Top 100 Places of Service (Volume)

Group Facilities By:	Facility Type	Expand Search?	Facility Na...	Facility State	Facility Zip	Practitioner Name	Specialty	NPI
Facility	Hospital	No	(All)	(All)		(All)	Urology -...	(All)

CHESAPEAKE UROLOGY ASSOCIATES	38.07%	58,256 | $16.4M
CENTRAL MARYLAND UROLOGY ASSOCIATES	11.74%	17,963 | $6.5M
Mercy Health Ser...		
LA PLATA UROLO...		
WASHINGTON A...		
HOWARD COUNT...		
DOCTORS COMM...		
SUBURBAN HOS...		
University of Mary...		
SHADY GROVE A...		
ANNE ARUNDEL...		
UNIVERSITY OF...		
Holy Cross Hospit...		
Medstar Southern...		
UNION HOSPITA...		
University Of Mary...		
University Of Mary...		
Calvert Memorial...		
MEDSTAR MONT...		

Shared Patient Relationships for All

Inbound

Specialty Type	Specialty	Network Status
PCP	(All)	(All)

Initial Provider	Specialty	Shared Patients	Estimated Networked Value	Estimated Provider Value
Prada, Gary Charles	Internal Medicine - (Generalist)	266	$170,15	$56,247
Diener, Steven Hunt	Internal Medicine - (Generalist)	235	$175,8	$54,212
Poblete, Pio Lontok	Internal Medicine - (Generalist)	220	$145,526	$44,164
Cheng, Peter Wui-Sun	Internal Medicine - (Generalist)	218	$155,699	$54,648
Freedman, Marshall Dean	Internal Medicine - (Generalist)	203	$148,185	$47,991
Flowers, William Gilmer	Internal Medicine - (Generalist)	199	$128,738	$40,584
Conger, Bruce Michael	Internal Medicine - (Generalist)	197	$130,685	$44,350
Levine, Jerry Isadore	Internal Medicine - (Generalist)	193	$129,415	$40,480
Saway, William Cardenas	Internal Medicine - (Generalist)	185	$119,463	$82,829
Gibbons, Joseph Francis	Internal Medicine - (Generalist)	172	$119,581	$67,072
Ross, Warren Marc	Internal Medicine - (Generalist)	169	$110,737	$38,379
Moore, Parry Alan	Internal Medicine - (Generalist)	168	$112,210	$38,541
Aleo, Joseph John	Internal Medicine - (Generalist)	149	$98,208	$33,664
Geller, Steven Andrew	Internal Medicine - (Generalist)	149	$101,603	$41,840
So, Bennett Terrence	Internal Medicine - (Generalist)	137	$95,206	$80,198
Kanumuru, Srilatha	Internal Medicine - (Generalist)	134	$91,780	$526,292
Swink, Lawrence Robert	Family Medicine - (Generalist)	128	$85,346	$33,017
Leonardi, Cheryl Dungan	Internal Medicine - (Generalist)	124	$82,536	$30,670
Riesett, Randal Paul	Internal Medicine - (Generalist)	116	$84,234	
Abdo, Suzan Khalil	Internal Medicine - (Generalist)	110	$75,849	$28,310

Outbound

Specialty Type	Specialty	Network Status
Specialist	(Multiple ...)	(All)

Secondary Provider	Specialty	Shared Patient Volume	Estimated Networked Value	Estimated Provider Value
Lee, Edward James	Hematology & Oncology - Medical...	161	$39,735	$108,005
Koutrelakos, Nicholas William	Hematology & Oncology - Medical...	159	$44,710	$106,234
Narang, Mohit	Hematology & Oncology - Medical...	154		$104,385
Sastry, Tejaswi Rajasekhara	Hematology & Oncology - (Genera...	143	$42,017	$94,903
Kwok, Young N	Hematology & Oncology - Radiatio...	129	$291,7	$92,700
Farrell, Nicholas John	Hematology & Oncology - (Genera...	127	$23,706	$85,223
Haggerty, Joseph Michael	Hematology & Oncology - (Genera...	111	$21,041	$74,522
O'connor, Shannon Courtney	Hematology & Oncology - (Genera...	110	$40,512	$72,255
Minford, Jon K	Hematology & Oncology - Medical...	102	$19,124	$69,300
Agrawal, Manish	Hematology & Oncology - (Genera...	98	$20,864	$65,424
Sotos, George Aristides	Hematology & Oncology - (Genera...	89	$21,801	$56,724
Thambi, Paul Mookencherry	Hematology & Oncology - (Genera...	86	$20,939	$55,709
Wallmark, John Michael	Hematology & Oncology - (Genera...	58	$14,676	$40,242
Frassica, Deborah Anne	Hematology & Oncology - Radiatio...	55		$38,084
Cheston, Sally Bridgman	Hematology & Oncology - Radiatio...	37	$68,060	$26,943
Ali, Kashif	Hematology & Oncology - (Genera...	21	$5,815	$12,985
Stone, Rebecca Lynn	Hematology & Oncology - Gynecol...	9		$4,187
Nimmagadda, Gayatri Devi	Hematology & Oncology - (Genera...	8	$3,040	$5,104
Im, Dwight Dae-Hoon	Hematology & Oncology - Gynecol...	5	$4,195	$2,326
Kasamon, Karl Michal	Hematology & Oncology - (Genera...	5	$1,254	$2,846

Claims Timeframe: Current refresh in 2018 Q1. Claims are retrieved from multiple sources and this refresh is inclusive of data through Dec 2017.

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understanding **key players**

Practitioners (Last Refresh 2016 Q1)		
Name	Specialty	Patients
Bernard John Rogus	Urology | (Generalist)	3,787
Jonathan Lee White	Urology | (Generalist)	3,373
Leonard Stuart Bloom	Urology | (Generalist)	3,169
Robert Jay Sher	Urology | (Generalist)	2,614
Gary Scott Friedlander	Urology | (Generalist)	2,176
Murray Lieberman	Urology | (Generalist)	1,997
Roberto Montesdeoc Pedraza	Urology | (Generalist)	1,900
Richard Andrew Kurnot	Urology | (Generalist)	1,651
Nizamuddin Jainuddin Maruf	Urology | (Generalist)	1,565
Robert Lawrence Goldman	Urology | (Generalist)	1,342
Jonathan Jong-Hwa Rhee	Urology | (Generalist)	865
Mark Harris Ratner	Urology | (Generalist)	831
Thomas Eugene Kasper	Urology | (Generalist)	428
Giulio Italo Scarzella	Urology | (Generalist)	266
Cheryl Swon Shih	Urology | (Generalist)	119
Kasey Young Morrison	Urology | (Generalist)	92

■ Null

Marketware Facility Market Share Report for Urology in Montgomery Co. MD

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reverse **targeting**
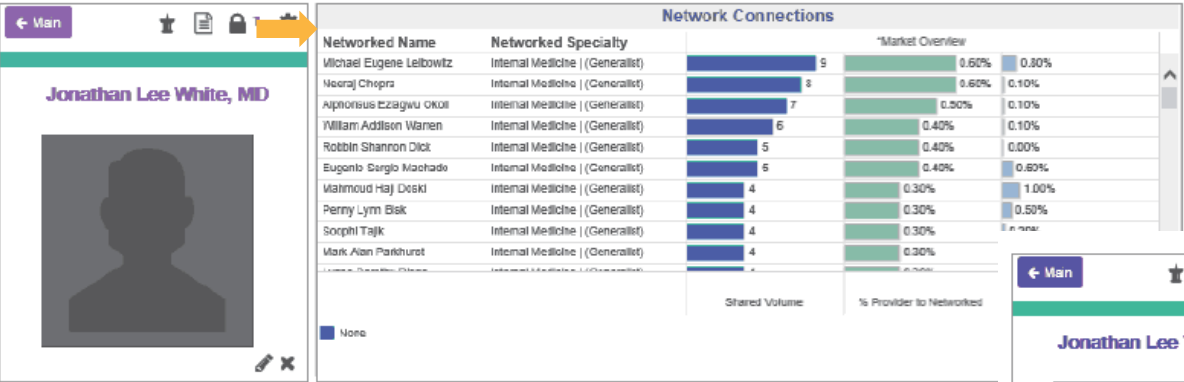
Referring PCPs for competition

Now it's time to introduce them to CUA!
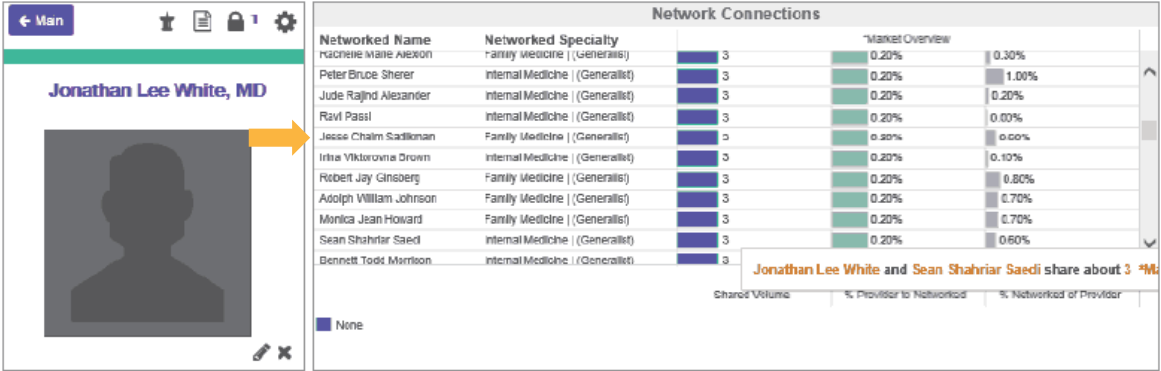
redirecting **patient pipelines**

TARGETS	UROLOGY REFERRALS TO CUA	
	PRIOR TO INITIATIVE	CURRENTLY
Dr. W	4	10
Dr. P	3	16
Dr. W	0	1
Dr. G	0	4
Dr. A	7	15
Dr. S	8	18

strategic **impact report**

Client Need: Desire to understand value of liaison who is more targeted in outreach efforts.

Data Discoveries: Used internal data within SCOUT to visualize both service recovery and growth opportunities within key markets.

Actions Taken: Used these insights to nurture key provider relationships. Results were used to help highlight impact of individual liaisons.
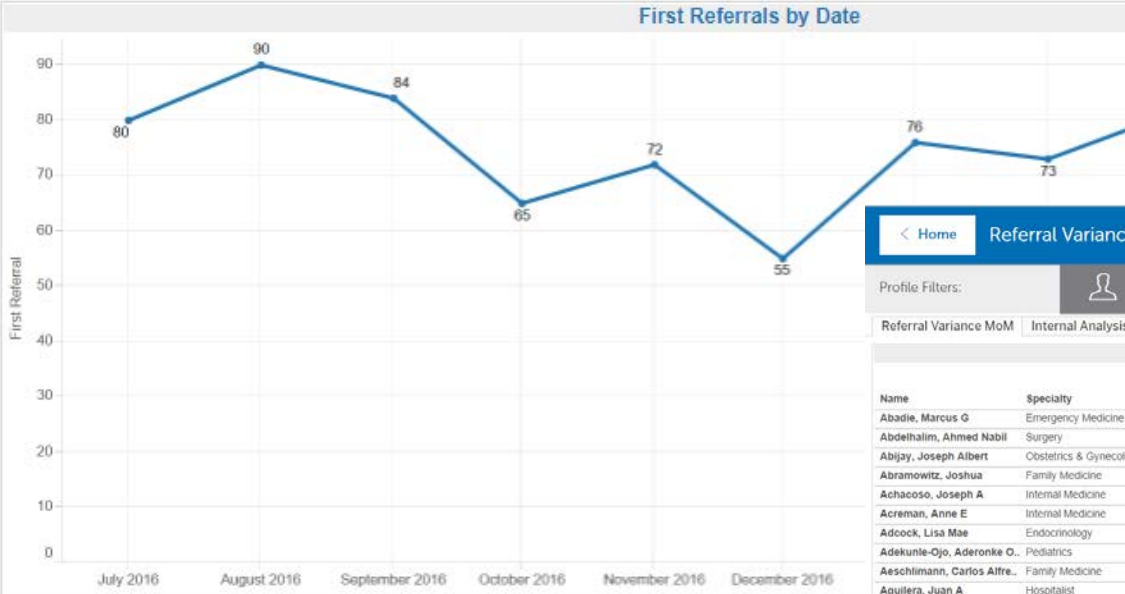
Initial Results: Strong return on investment for pursuing first referrals ($350k+) as well as recovery of key relationships ($60k).

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First Referrals - Custom

< Home

Profile Filters:

First Referrals | Internal Analysis

First Referrals by Date

90
84
80
72
76
73
65
55

July 2016   August 2016   September 2016   October 2016   November 2016   December 2016

First Referral

Referring Providers

First Referral Date	Service Line	Name	First Activity	First Activity Type	User	Days to First R..	Activity Volume	
7/1/2016	Consultations	Ambreen Sharaf	2016-08-05	Follow-Up	Shanna Hill	35	2	
	New Patient Visits	Ian L Sachs		Pending		0	0	
7/3/2016	Hospital Consults	Niraj Patel	2016-09-08	Follow-Up	Shanna Hill	67	1	
7/5/2016	Consultations	Sandeep Gupta	2016-05-05	Activity Prior	Allison Ellis	0	4	6
		Paul Smith	2016-02-19	Activity Prior	Miguel Burke	0	14	10
		Allison M Blazek	2016-08-18	Follow-Up	Miguel Burke	44	7	12
		Donald R Metz		Pending		0	0	9
		Michael Kaldis		Pending		0	0	2
		Samaria Kadiyala		Pending		0	0	1
	New Patient Visits	Nicole M Jamison	2017-04-03	Follow-Up	Miguel Burke	272	2	9

← Undo   → Redo |← Revert   Refresh   Pause

Referral Variance Month over Month

< Home   Exit Fullscreen   Actions | Menu ≡

Profile Filters:

Referral Variance MoM | Internal Analysis

Month over Month by Total Volume

Name	Specialty	2016										Total	January	February	March	A
		March	April	May	June	July	August	September	October	November	December					
Abadie, Marcus G	Emergency Medicine						1		2		1	4				
Abdelhalim, Ahmed Nabil	Surgery			2				1	1	1	1	6	2			
Abijay, Joseph Albert	Obstetrics & Gynecology	69	54	39	67	59	40	70	54	43	61	556	49	58	35	
Abramowitz, Joshua	Family Medicine							1				1				
Achacoso, Joseph A	Internal Medicine	2	4	2	5	1	1	2	2	2	2	23	4	6	4	
Acreman, Anne E	Internal Medicine	2	3	1	3	5		3	2	5	2	26	1	1	3	
Adcock, Lisa Mae	Endocrinology		1		1						1	5		1		
Adekunle-Ojo, Aderonke O..	Pediatrics	125	121	115	136	104	97	157	143	130	169	1,297	124	113	127	
Aeschlimann, Carlos Alfre..	Family Medicine	2	3	5	5	6	3	3	7	2	4	40	1	1	5	
Aguilera, Juan A	Hospitalist	7	14	4	2							27				
Aguillard, Paul Cary	PA and APN	1	2	2	1	1	3			1		11				
Aguilu, Steven D	Internal Medicine						2					2				
Ahmad, Nabil M	Cardiology			1						1		2				
Ahmed, Ziauddin	Surgery									1		1				
Aikin, John D	PA and APN															
Airewele, Gladstone Ehia..	Orthopaedics	6	6	2	1	7	5	2	4	3	1	37			4	
Al-Fahl, M Tarek	Family Medicine						1		1	1		3				
Allaw, Mohammed A	Pediatrics			3	1						1	5				

Filters

Admission Date
10/13/2015   12/31/2017

Analysis Type
Total Volume

Referral Type
Attending

Facility
(All)

Service Line
(All)

Sub Service Line
(All)

Service Type
(All)

Financial Class
(All)

sample impact: **oncology outreach**

liaison activity	volume impact	estimated impact on bottom line
Outreach visits to secure first-time referrals	30	$90,000
Outreach visits following first referral to secure second referral	12	$36,000
Outreach/service recovery visits to providers with substantial variances over time	6	$54,000
	48	**$180,000**
	Campaign Costs	$(26,000)

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additional keys to **playing matchmaker**

- Use internal, external and field data to collect the intelligence you need to establish or advance the relationship

- Determine the best format and players for the ideal encounter

- Pre-game by coaching on key messages that should be shared that establish relevance from the perspective of both providers

- Follow up with supportive materials & conversations

- Monitor trends over time

onboarding programs are evolving
where can your team fill in the gaps?

Warm Welcome on Arrival	→	Creating Strategic Connections
Credentialing Checklist	→	Concurrent Processing
Orientation	→	Practice-Hospital Integration
Marketing Support	→	Targeted Patient Pipelines
Practice-Focused	→	System-Focused
Issue Resolution	→	Removing Barriers
Measuring Checklist	→	Measuring ROI
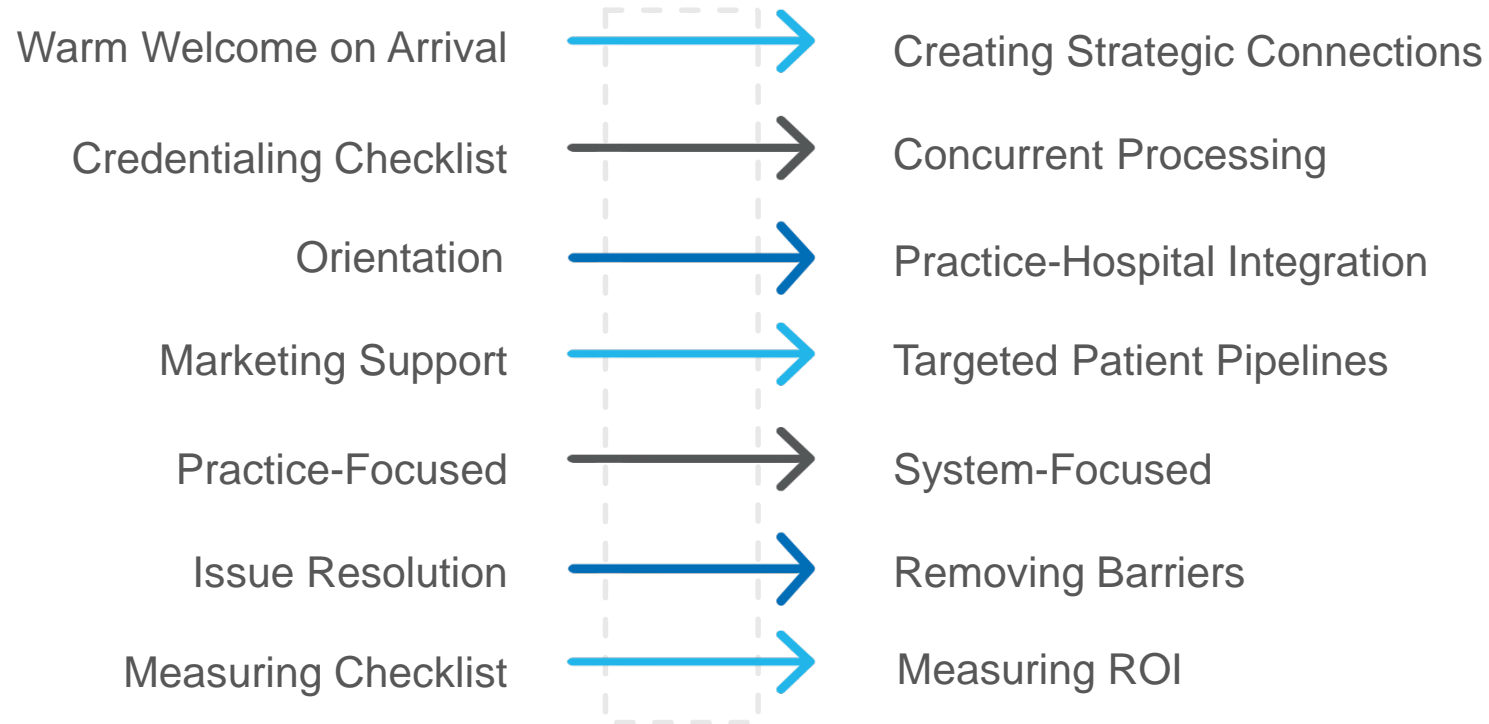
questions?

thank you

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