

HITTING THE

**REFERRAL
GROWTH**

POWER BALL

marketware^{mw}

Agenda

Introductions

Pre-Assessment Review

The Winning Numbers

Use Case

Q&A



Speakers

Ken McAfee

Product Specialist

Marketware

Susan Boydell

Partner

Barlow/McCarthy

Marcy Traxler

VP, Business Development & Service Line Strategy

AMITA Health System

Pre-Assessment Review

What is the greatest challenge your organization faces with referrals?

- Lack of strong primary care network
- Coordinating referrals to specialists in a timely and elegant manner
- Not enough staff dedicated to referral development/large territories to cover
- Accurately identify what referrals are coming into our medical group specialist as well as being able to identify where leakage is occurring
- What type of marketing materials are most useful
- The referral process is not consistent across the organization. We do not have a robust PRM tool and rely heavily on information shared by the Service Line Leaders and Strategic/Decision Support team to gain insight on referral patterns.

Observations

- Understanding physician referrals
- Prioritizing outreach efforts
- Analytics based strategy
- Accountability and measuring success
- Leveraging technology





5 Referral Growth Tips

plus 1 Power Tip!

Susan Boydell
Barlow/McCarthy

What's changing and what's not

- 1 Physician Relations is poorly understood; seen as telling or problem-solving
- 2 Clarity of focus continues to be the greatest vulnerability
- 3 Growth is still king. And so is retention
- 4 Leakage is the answer to physician relations value in population health today
- 5 Effective sales responds to the physician wants not internal wants
- 6 Many great sales strategies fail because there is a lack of infrastructure

What scares us...

Respondents were asked to identify significant challenges their physician relations programs would face in the future...

Top three responses:

- Access to meaningful data
- Measuring ROI
- Access/time with physicians

SHSMD Physician Relations Benchmark Study, 2014



Rethink your role

Changed in 10 years?
Strategic or customer service?



How would you describe your role?

- A physician advocate
- A volume growth expert
- A physician problem-solver
- An extension of administration
- A customer service professional
- A practice builder

- How would leadership describe your role?
- Does it fit with what the organization need?



Relationships with intent

Good relationships don't necessarily
lead to results

Getting traction today



- Tighten up your visit strategy
 - Define and use your sales cycle
 - Revive your pre-call plan
 - How would you reposition your visit?
- Remove “how’s it going?” from your visit script
- Ask don’t tell
 - What questions do you need to ask to better position your services?
 - Empty your trunk
- Have I progressed the relationship toward additional referrals?
- Am I adding value to the office?
- Why would they want to talk with me?



Reporting through storytelling

Do your reports reflect your value?

Getting your leaders attention

- Report results throughout the sales cycle
 - Every mini-close is an opportunity
- Know your customer
 - Use reporting as an opportunity to educate
- Less is more
 - Package your “story” for impact-
what you learned, the opportunities you identified and quantify the potential volume




- What do my reports communicate?
- How do you present your results?



Re-evaluate your target lists

Data-driven and focused

Targeting in foundational

- Determine focus clinical areas for growth
 - Create a methodology to define what physician you can earn business from
 - Use data and field intelligence to quantify opportunity
 - Create a sales plan to define your actions in the field
 - How many visit, questions to ask, messages strategy, etc.
- 
- Can you describe your targeting methodology?
 - Do you know what you are doing with each of your target physicians?



Reinvigorate your talent

Coach, teach and train!

New skills are needed today

- Determine your talent strengths and weaknesses
 - Coaching is your greatest development tool
 - Get in the field with your field staff!
 - Train for the skills you need
 - Use your visit documentation tool to track progress
 - Track progression through the sales cycle
- 
- Are you stuck in the comfort zone?
 - What do you need to get past tough gatekeepers?

POWERBALL TIP



Refocus and Reinvent

The time is now!

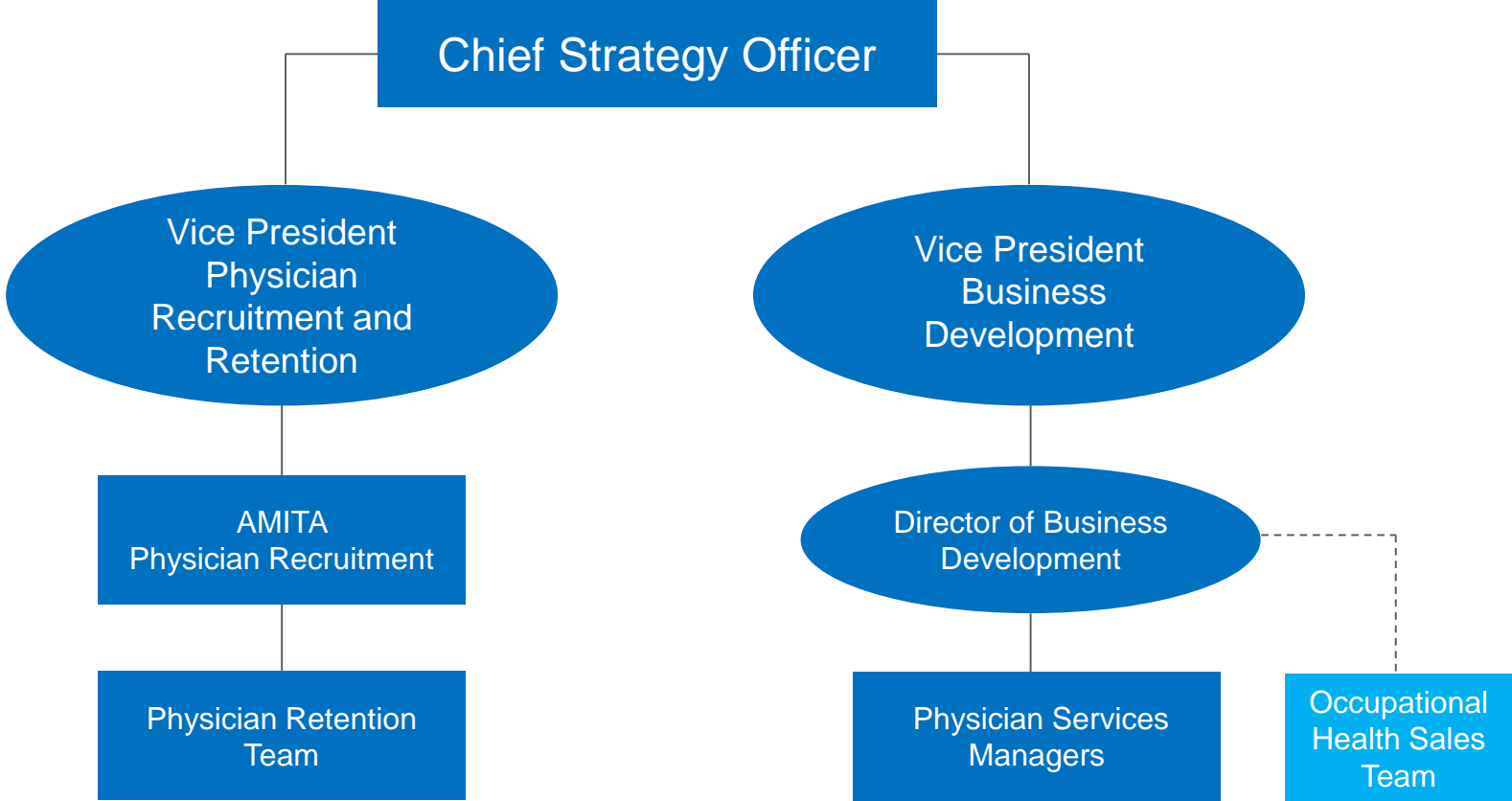
Use Case

Marcy Traxler

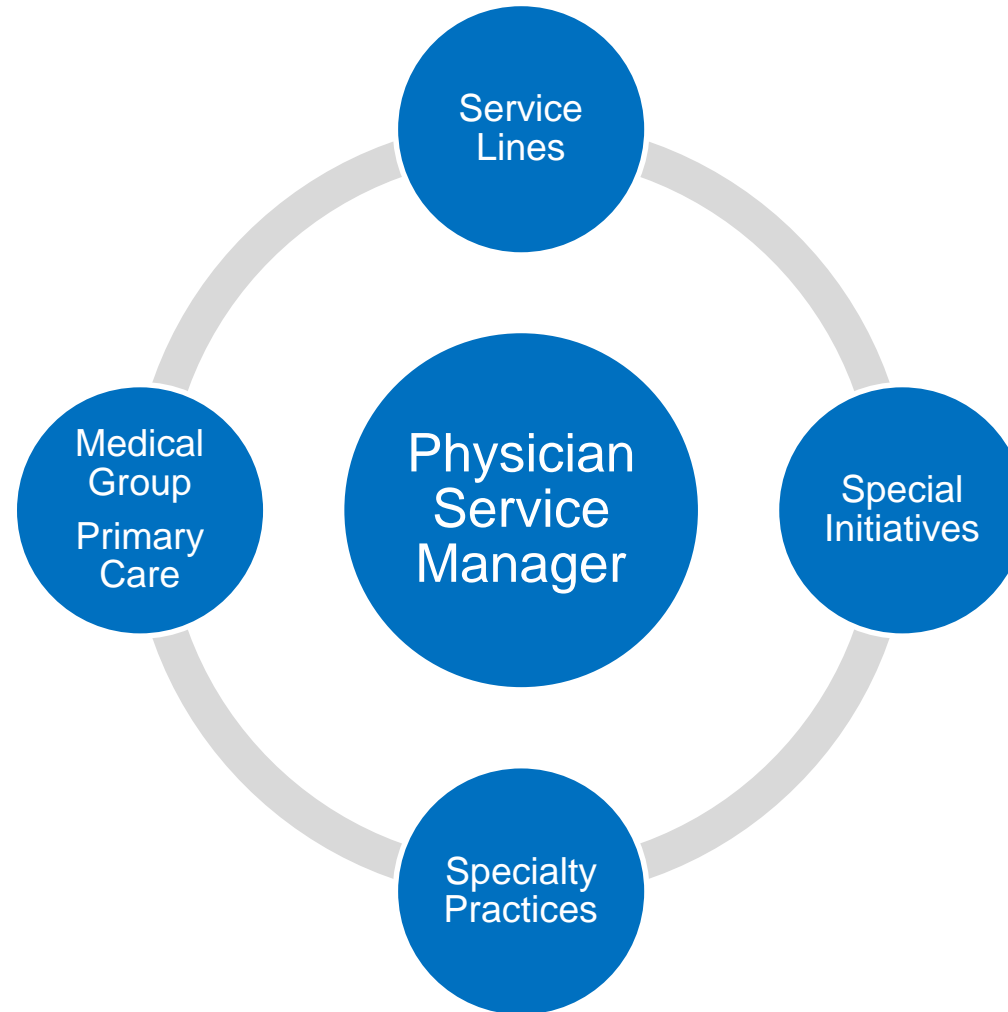
VP, Business Development &
Service Line Strategy



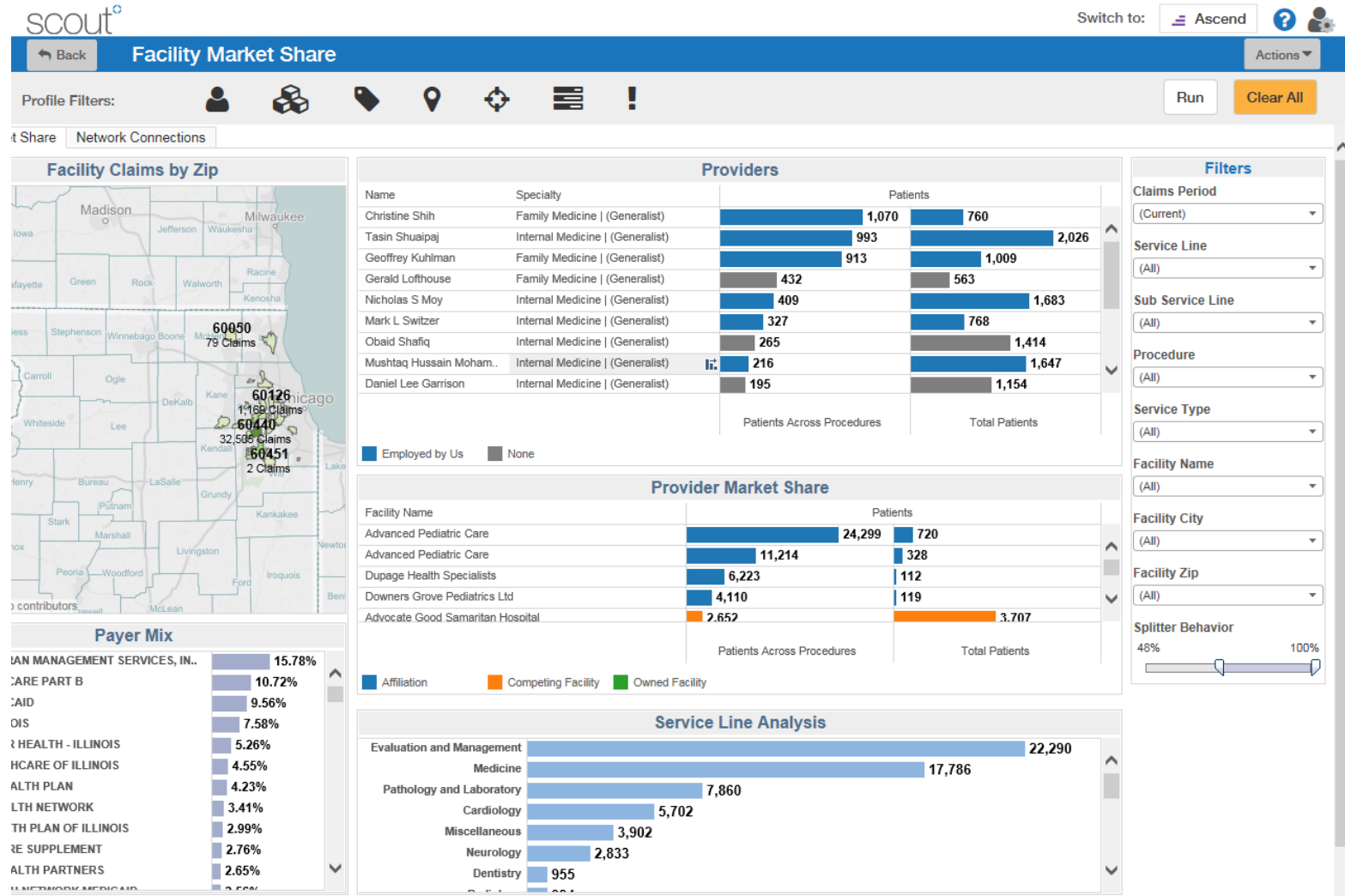
Structure



Business Development Collaboration



BD Splitter Opportunity by Territory



Physician View


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

Overview **Network Connections** Internal Statistics Activity ROI

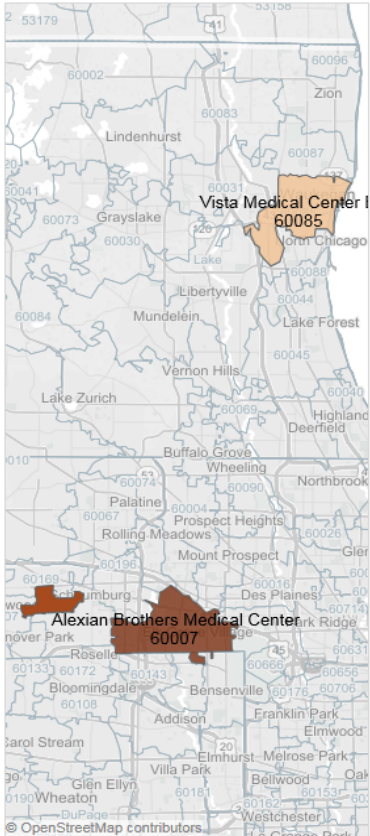
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Stephen P Rittmann



- ☰ Demographics
- 📊 Metrics
- 📊 Dashboards
- 📅 Activity
- 📏 Alignment
- 📁 Files

Facility Locations (Claims)



Total Patients

2,191 Patients

Market Share Facilities (Across Procedures)

Facility	Patients	Market Share
Alexian Brothers Medical Center	2,762 Patients	46.58%
Alexian Brothers Medical Group	2,486 Patients	41.92%
St Alexius Medical Center	680 Patients	11.47%
Vista Medical Center East	2 Patients	0.03%

■ Competing Facility ■ Owned Facility

Service Lines Overview (Across Procedures)

Service Line	Patients
Pathology and La..	2,747 Patients
Evaluation and M..	1,201 Patients
Cardiology	618 Patients
Radiology	565 Patients
Medicine	536 Patients
Miscellaneous	78 Patients
Dermatology	47 Patients
Pulmonology	37 Patients
Orthopedics	34 Patients
Gastroenterology	22 Patients

Claims Payer Mix

Payer	Market Share
NORTHWEST SUBURBAN IPA	76.29%
CIGNA HEALTHCARE OF ILLINOIS	16.49%
AETNA BETTER HEALTH - ILLINOIS	1.03%
ALLIED BENEFIT SYSTEMS INC	1.03%
ILLINICARE HEALTH PLAN	1.03%
ILLINOIS MEDICARE PART B	1.03%
RAILROAD WORKERS - MEDICARE	1.03%
UMR - UNITED MEDICAL RESOUR..	1.03%
UNITED HEALTHCARE/GOLDEN R..	1.03%

Market Share Filter

*Period
(Current)

Service Line
(All)

Sub Service Line
(All)

Procedure
(All)

Service Type
(All)

Payer Mix Filters

Payer Mix Period
(Current)


Physician Specialty Connection

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Home Profiles Initiatives Issues Alignment Lists Routing Reports

← Main 1

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- Demographics
- Metrics
- Dashboards
- Activity
- Alignment
- Files

Overview Network Connections Internal Statistics Activity ROI

Network Connections

Networked Name	Networked Specialty	Shared Volume	% Provider to Networked	% Networked of Provider
Gregory Drake	Orthopaedics Orthopaedic Surgery	43	2.49%	1.96%
Brian J Muska	Gastroenterology (Generalist)	41	2.37%	1.53%
Daniel T Kuesis	Orthopaedics Orthopaedic Surgery	27	1.56%	1.33%
Zbigniew Adam Perkowski	Cardiology Cardiovascular Disease	22	1.27%	0.64%
Eugene P Lopez	Orthopaedics Orthopaedic Surgery	21	1.22%	1.11%
Stephen P Behnke	Family Medicine (Generalist)	18	1.04%	1.15%
Carl J Alburn	Gastroenterology (Generalist)	18	1.04%	0.78%
Erol Yorulmazoglu	Hematology & Oncology (Generalist)	18	1.04%	0.54%
Jack R Chamberlin	Cardiology Cardiovascular Disease	17	0.98%	1.45%
Jeffrey A Murray	Physical Medicine & Rehabilitation Spo...	16	0.93%	1.04%
Grady M Wick	Internal Medicine (Generalist)	16	0.93%	0.75%
Donald Kash	Podiatry Radiology	16	0.93%	1.99%

Legend: ■ Null ■ Employed by Us ■ Independent

Network Filter

Claims Period
(Current)

Service Line
*Market Overview


Networked Specialty
(All)

Networked Employ
(All)

Networked Name

Market Share

Pay



Measuring Results

- Visit threshold –entered into Marketware
- Change of performance by service line as measured by internal service line reporting
- Leakage reports by service line -Marketware
- Outpatient summary group –diagnostic imaging
- Service line project plans and support

Questions?

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Thanks for attending. Visit marketware.com to learn more.