FOR THE LOVE OF GROWTH: HOW TO USE DATA TO

drive cardiovascular service line growth
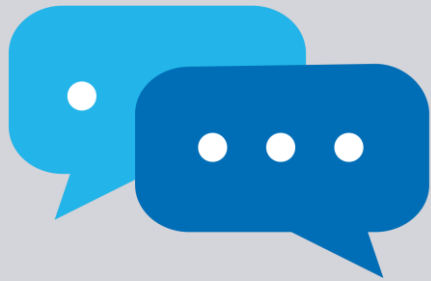
marketware

house keeping

- All lines have been muted.

- Please close any online programs to avoid experiencing "dragging speech."

- If you experience difficulty during the webinar, please use the chat box on your control panel to communicate with the organizer.

- You should adjust your own volume on either your speakers and/or headset.

- Attendees can ask questions by typing it into the question box on the control panel. Questions will be addressed at the conclusion of the webinar.

- You will be provided with a short survey to complete at the conclusion of the webinar. Please take a few moments to provide us with your feedback to help us improve future webinar presentations.

- Presentation is being recorded & the link along with the Power Point Presentation will be sent to you next week.

speakers

Carrie Bennett

VP of Client Strategy

Marketware

Katie Alexander

Director, Physician Relations

Tampa General Hospital

cardiovascular program trends

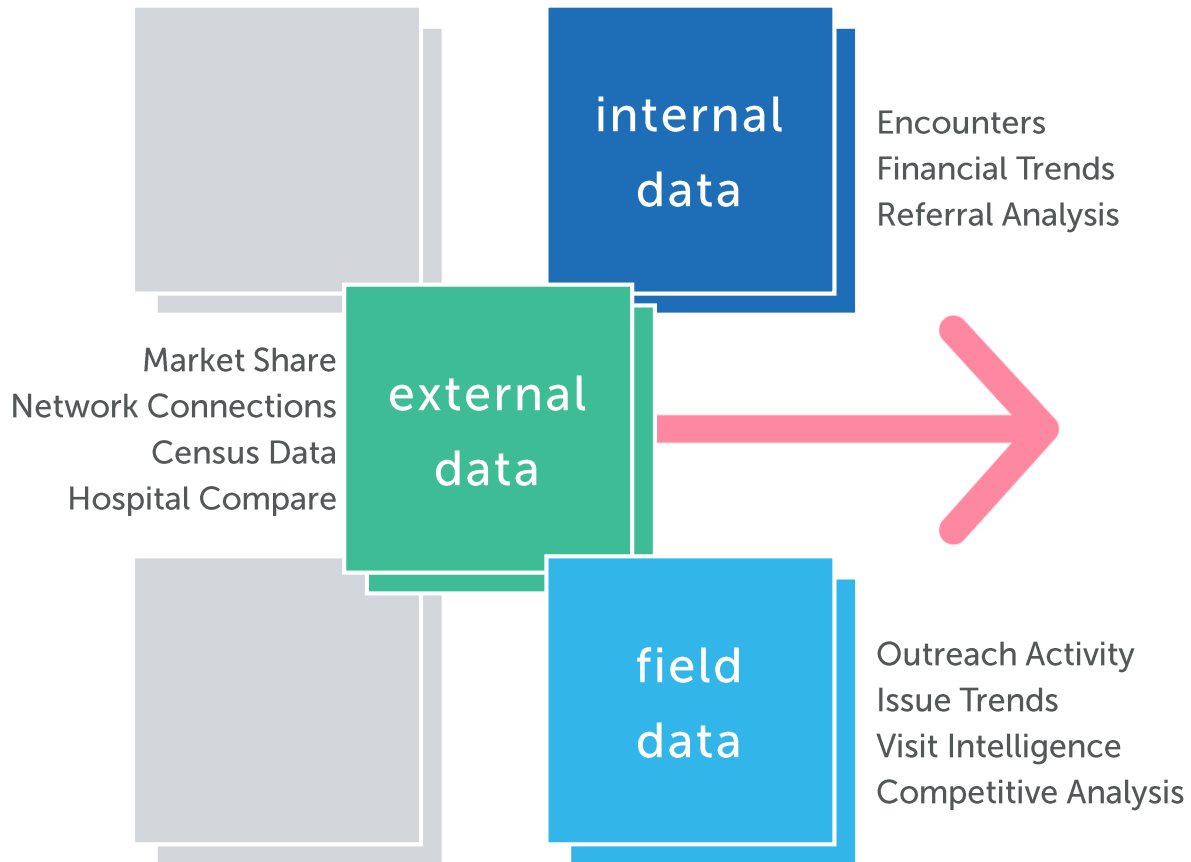| Patient Demographics	Hospital Dynamics	Market Dynamics
⇧ Rise of the baby boomers	⇧ Significant driver of contribution despite flat historical growth	⇩ Increased competition
⇧ Poor patient compliance		⇩ Impact of payment reforms
⇧ Increase in comorbidities	⇧ Outmigration recapture thanks to new clinical capabilities	⇧ Screening programs
⇧ Patient engagement		⇧ Emergence of minimally invasive techniques
⇩ Rise in government-insured patients	⇩ Rising costs tied to introducing innovative techniques	⇩ Shift of procedures to OP arena
⇩ Decline in smoking		

marketing imperatives for today's
cardiovascular programs

- Explore opportunities to position brand as best in class

- Overcome silos to establish coordinated vs. episodic care

- Nurture Referral Relationships

- Engage Patients & Consumers

- Demonstrate Bottom-Line Impact

sources of **data**

internal data

Encounters
Financial Trends
Referral Analysis

Market Share
Network Connections
Census Data
Hospital Compare

external data

field data

Outreach Activity
Issue Trends
Visit Intelligence
Competitive Analysis

vision

priorities

success

strategies

tactics

the eight p's of
data-enabled development

1	products that perform		**5**	physician alignment
2	position in the market		**6**	prioritization
3	profitable volumes		**7**	planning for progression
4	patient pipelines		**8**	proving returns

internal data

getting
targeted

- Based on our existing referral logs, what business can we not afford to lose? What can we do to maintain these partnerships?

- Which employed need additional education or introduction to network peers who specialize in specific services or procedures?

- Do first referral trends indicate there new patient pipelines out there? How can we further explore and maximize these opportunities?

- How can we further connect with our own patients to build brand loyalty?

understanding **service line value**
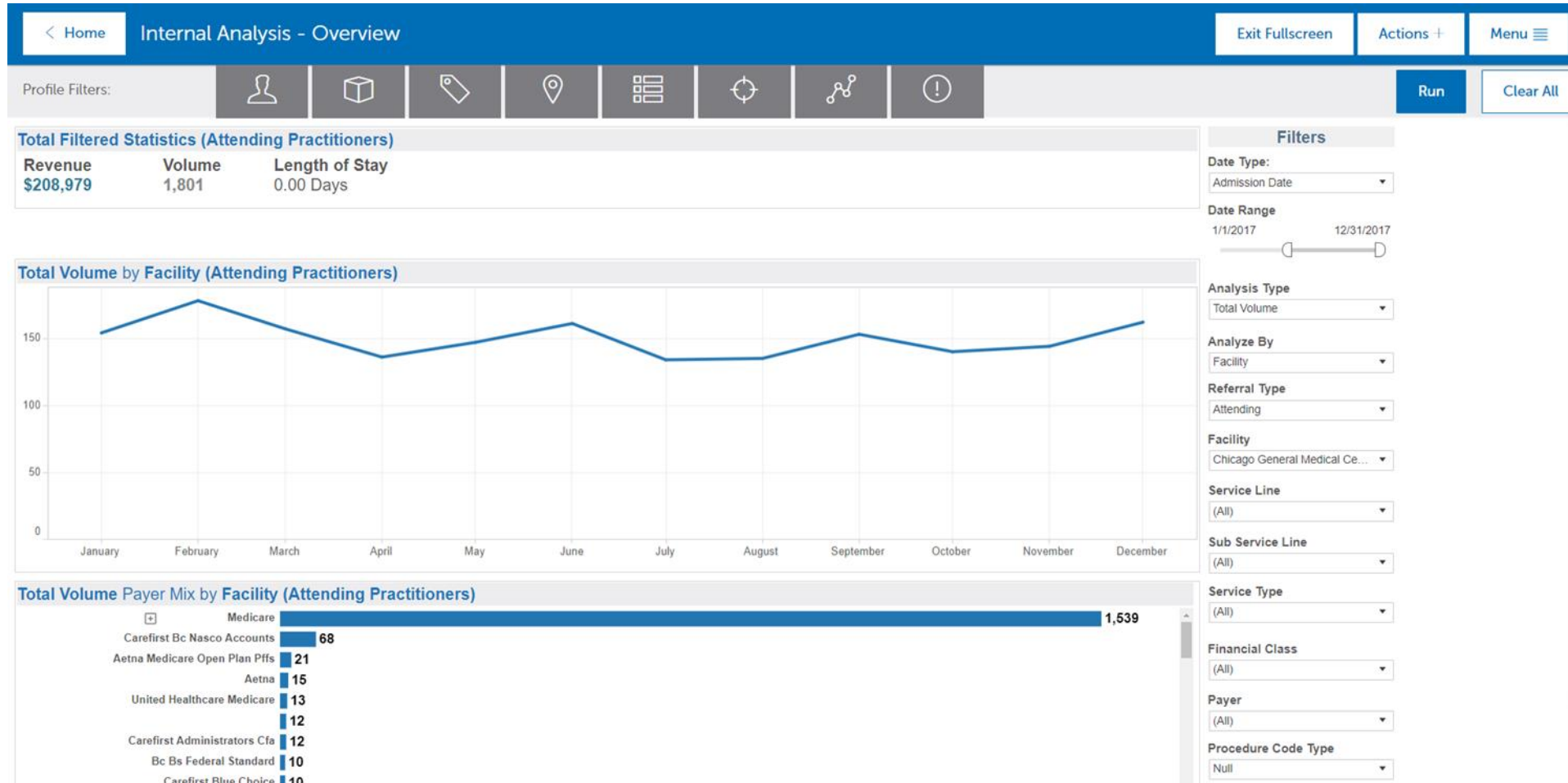
Profile Filters:

Referral Variance MoM | Internal Analysis

Month over Month by Total Volume

Name	Specialty	2016														
		March	April	May	June	July	August	September	October	November	December	Total	January	February	March	A
Abadie, Marcus G	Emergency Medicine						1	2			1	4				
Abdelhalim, Ahmed Nabil	Surgery		2					1	1	1	1	6	2			
Abiiav, 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			2	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	
Aikin, John D	PA and APN															
Airewele, Gladstone Ehia..	Orthopaedics	6	6	2	1	7	5	2	4	3	1	37		1	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
Cardiology

Sub Service Line
(All) ▼

Service Type
Clinic Referrals

Financial Class
(All) ▼

know key players
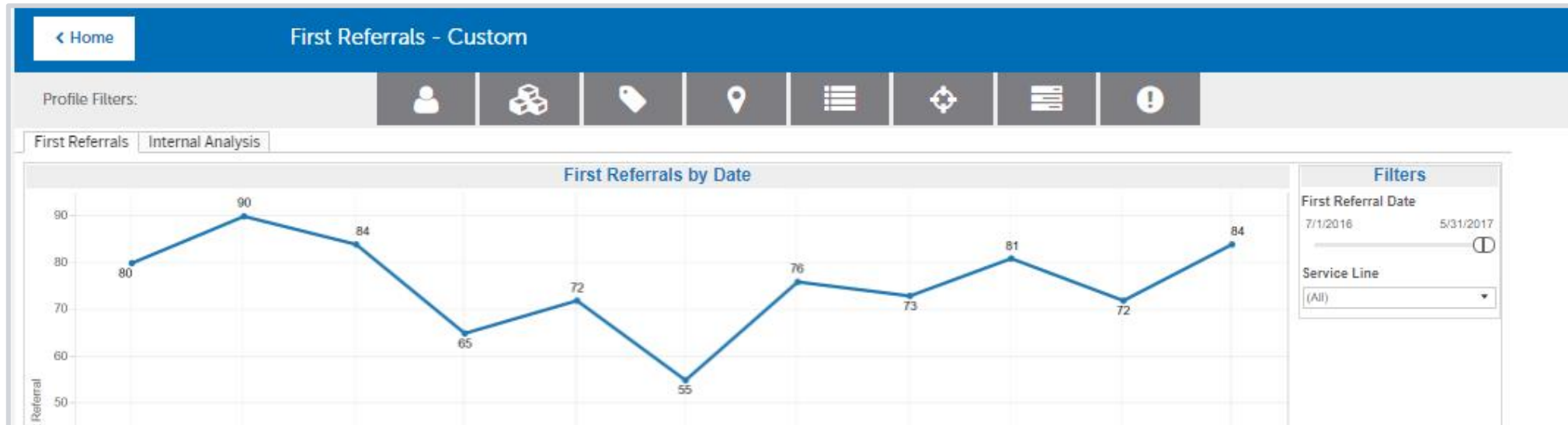Monitoring variances can identify top referring physicians.

find leakage faster
Monitoring variances can help visualize referral gaps so your team can explore & *recover* lost referrals in a timely manner.

visualize growth
Monitoring variances by targeted groups of providers can help demonstrate if & how referral volumes are growing over time.

Source: Scout Dashboard based on Client's SAMPLE internal data (data altered to protect client confidentiality)

explore initial visit impact

Reviewing first referral data can tie back first referrals to initial outreach visit.

understand return on visit trends

Monitoring key trends can uncover understand patterns that will support future planning.

identify new prospects

Following up on unsolicited referrals can highlight new relationships.

using outgoing referral data to
measure network utilization

|		captured % of employed PCP referrals fy16	Captured % of employed PCP referrals fy17	▲
Cardiologist A	Splitter	13.6%	6.2%	(7.4)
Cardiologist B	New	-	8.9%	8.9
Cardiologist C	Splitter	7.4%	2.1%	(5.3)
Cardiologist D	Loyal	12.9%	29.8%	16.9
Cardiologist E	Loyal	11.4%	23.3%	11.9
Cardiologist F	Splitter	3.7%	2.5%	(1.2)
Cardiologist H	Loyal	11.7%	18.0%	7.3
Cardiologist I	Disloyal	39.3%	9.2%	(30.1)
% Referrals to <u>Loyal</u>		**36.0%**	**80.0%**	**44.0**

patient & consumer

data

examples: **patient engagement**

- 500th TAVR Celebration Invite

- Vascular Screening Offer

- Cardiology Team Marketing

- WATCHMAN Campaign

- Chest Pain Accreditation/GOLD TJC status

- Heart-to-Heart Event Invite

using data to **drive patient volume**

Geography
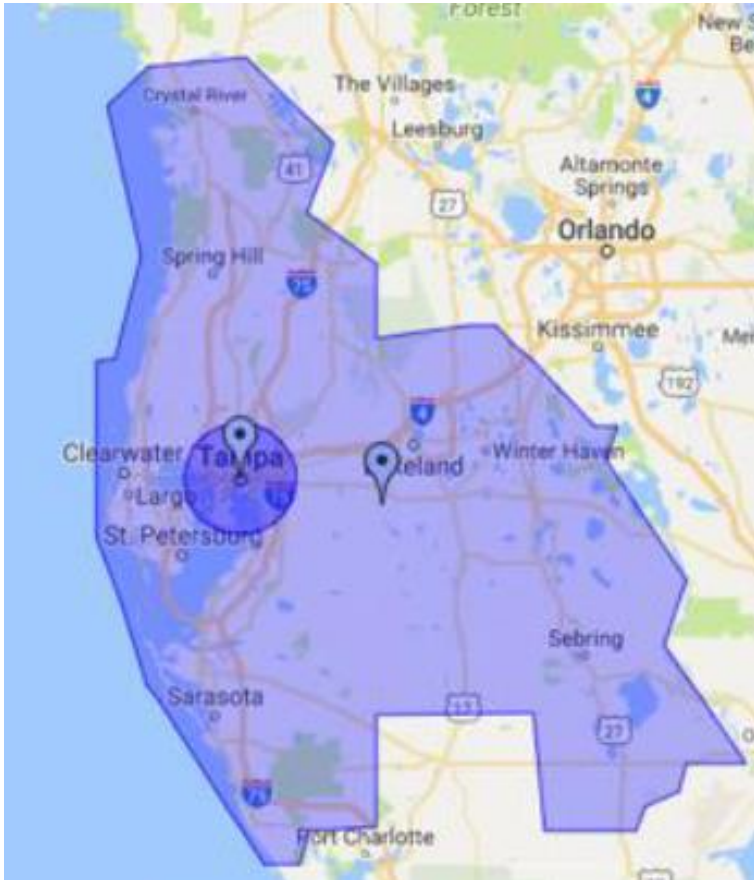
Using Data to drive patient volume to cardiovascular service lines and downstream revenue to other TGH services through traditional marketing channels.

• With the help of a CRM tool we are able to identify those at most risk for cardiac conditions and build a paid search and email campaign targeting those individuals.

Campaign Goal Recap

Utilize an integrated omnichannel campaign to drive awareness & utilization of cardiovascular service at TGH.

Email KPIs	Paid Search KPIs	Lead Details
Delivered Emails	Impressions	Clicks to take Heart
Opens	Clicks	Risk Assessment
Click Through	Leads	Phone Calls
Patients	Patients	
Total CM	Total CM	
New Patient CM	New Patient CM	

TGH Tampa General Hospital

data driven **community outreach lectures**

Campaign Metrics

investment	$4,054	patients	30
communications	6,237	contribution margin	$100,131
reach	6,229	ROI	10.91:1

## Communications per Geography
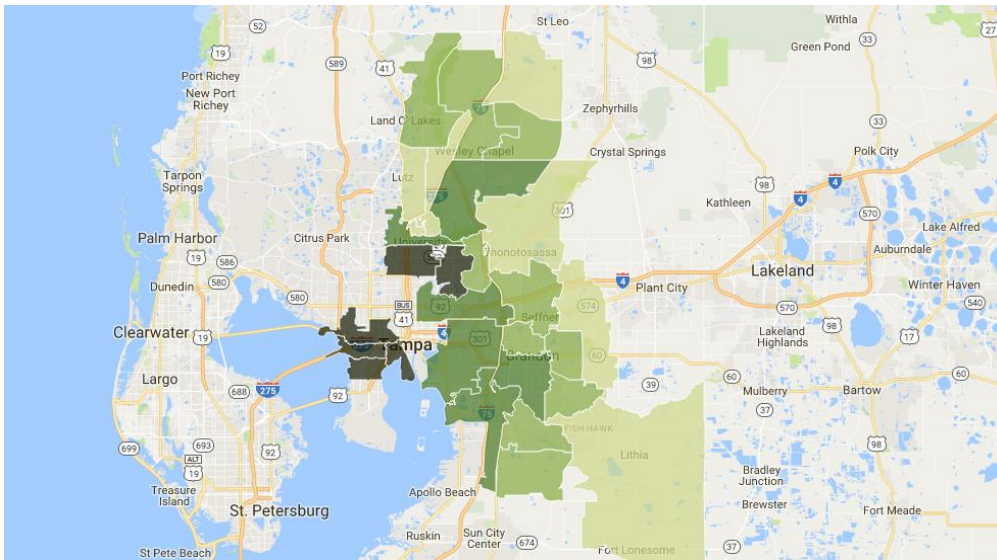
Using the same CRM tool, the community outreach lectures can be better targeted and have measurable outcomes.

- Identify the population that is at greatest risk for heart disease.

- Target invitation mailing to those identified households and run paid social media promotion in those communities.

- Track the impact of the outreach event by using the CRM tool to determine which household that received an invitation or attended the event became a new patient in our system for a similar clinical diagnosis after the event.

- Use population data gathered from this campaign to continue to target this population with relevant digital media to further tie them to our hospital.

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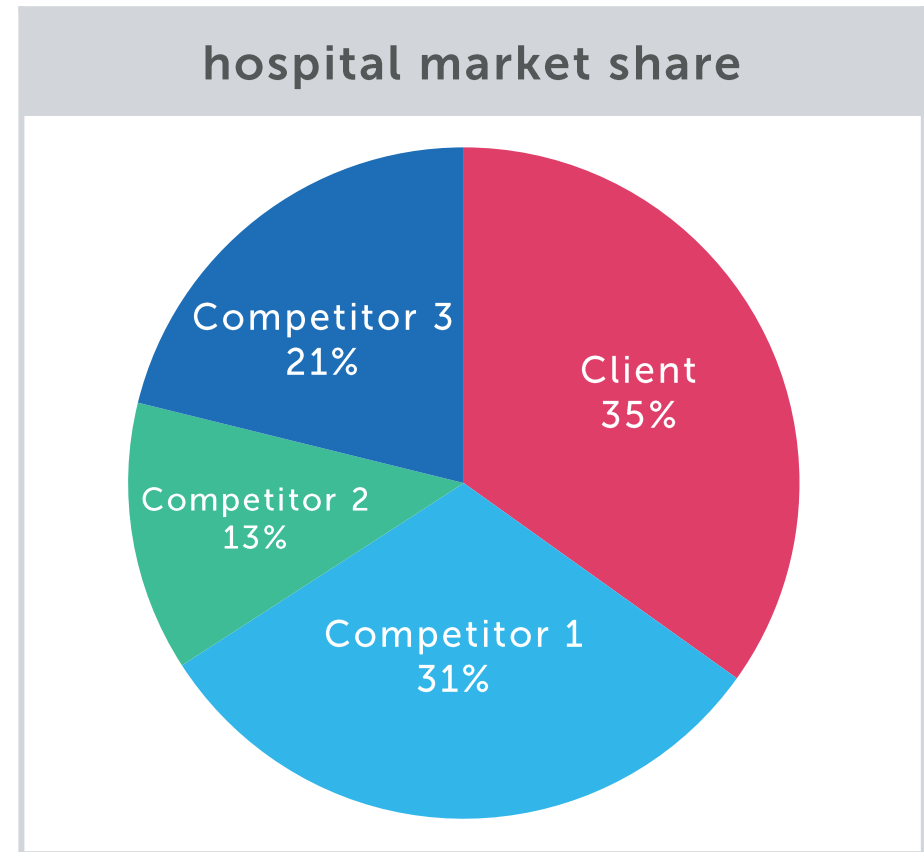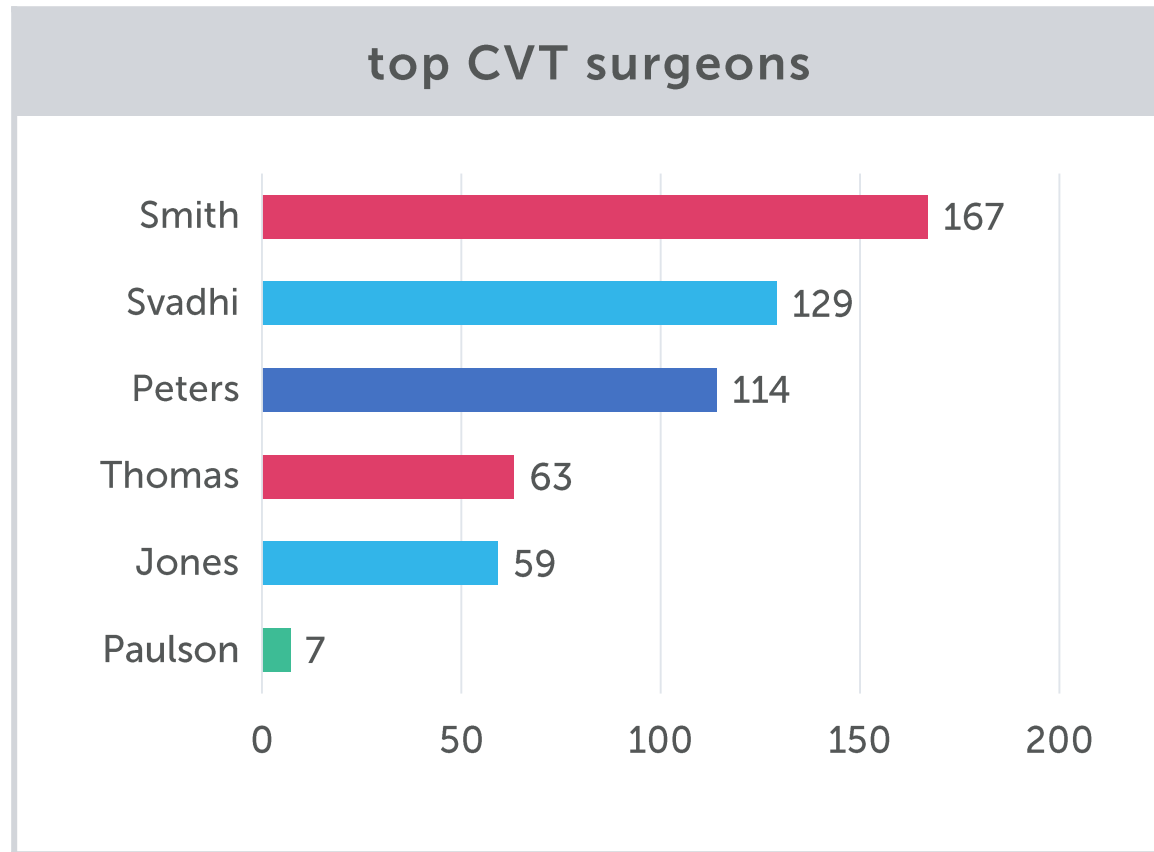
market intelligence

getting
targeted
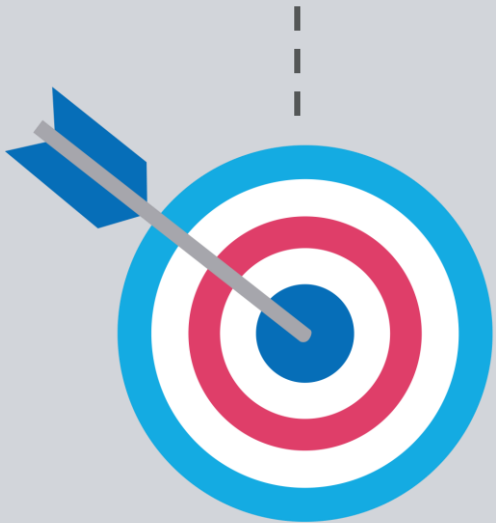
- Based on your organization's strategic plan, which service lines are poised for growth and why?

- What growth accelerators (new physician, procedure, demand, etc.) are driving these assumptions?

- Are there any growth barriers that need to be mitigated?

- Are there specific volumes I should go after to maximize service line performance?

- Who are the top providers for these and where do they prefer to practice?

- What is our current market position? Are we in a position to gain or lose market share?

using **state data** to understand key players

top CVT surgeons

Surgeon	Value
Smith	167
Svadhi	129
Peters	114
Thomas	63
Jones	59
Paulson	7

hospital market share

- Client 35%
- Competitor 1 31%
- Competitor 3 21%
- Competitor 2 13%

using **CMS data** to explore claims trends

accessing additional **claims groups**

top proceduralists analysis
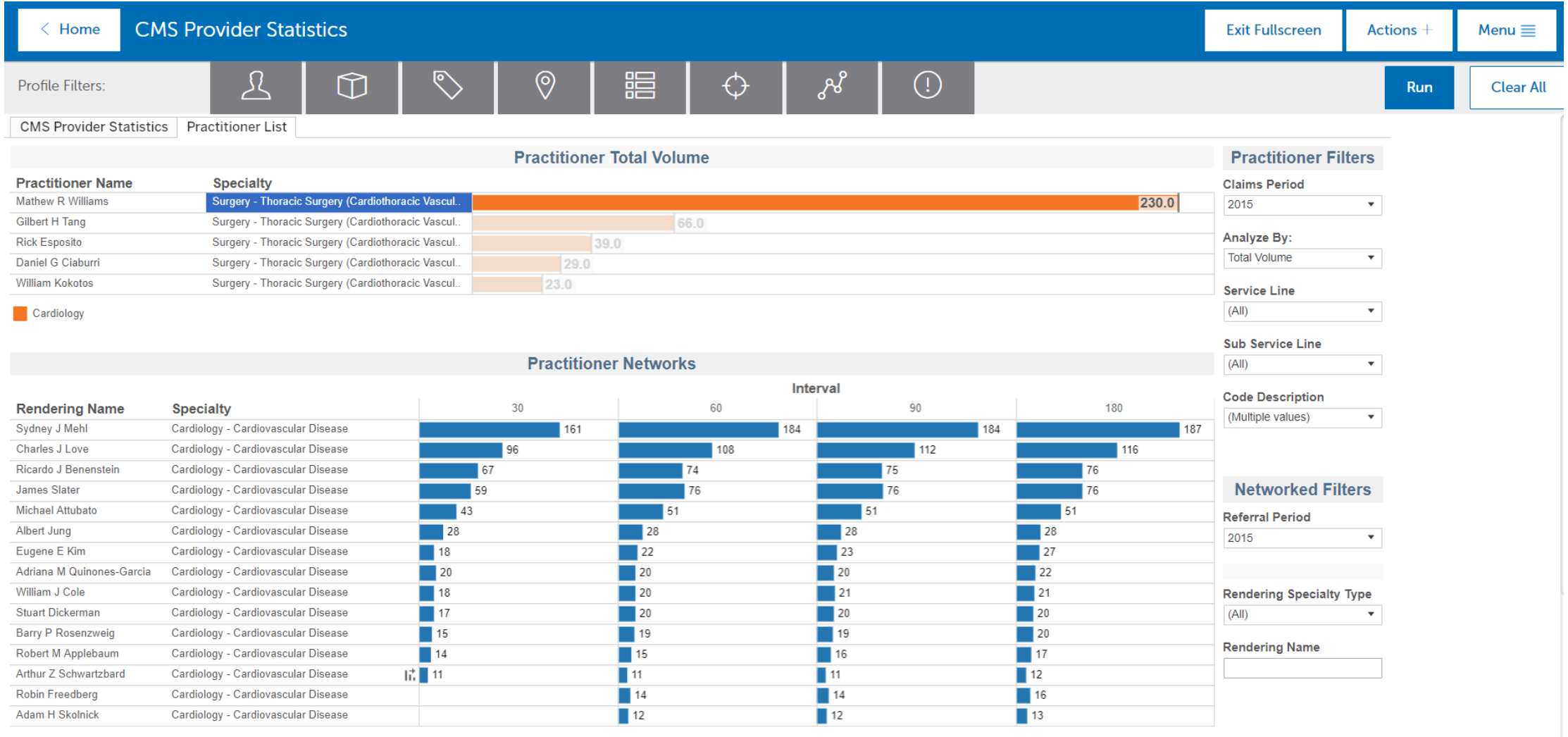
Source: Scout Dashboard based on Client's SAMPLE External Claims Data (data altered to protect client confidentiality)
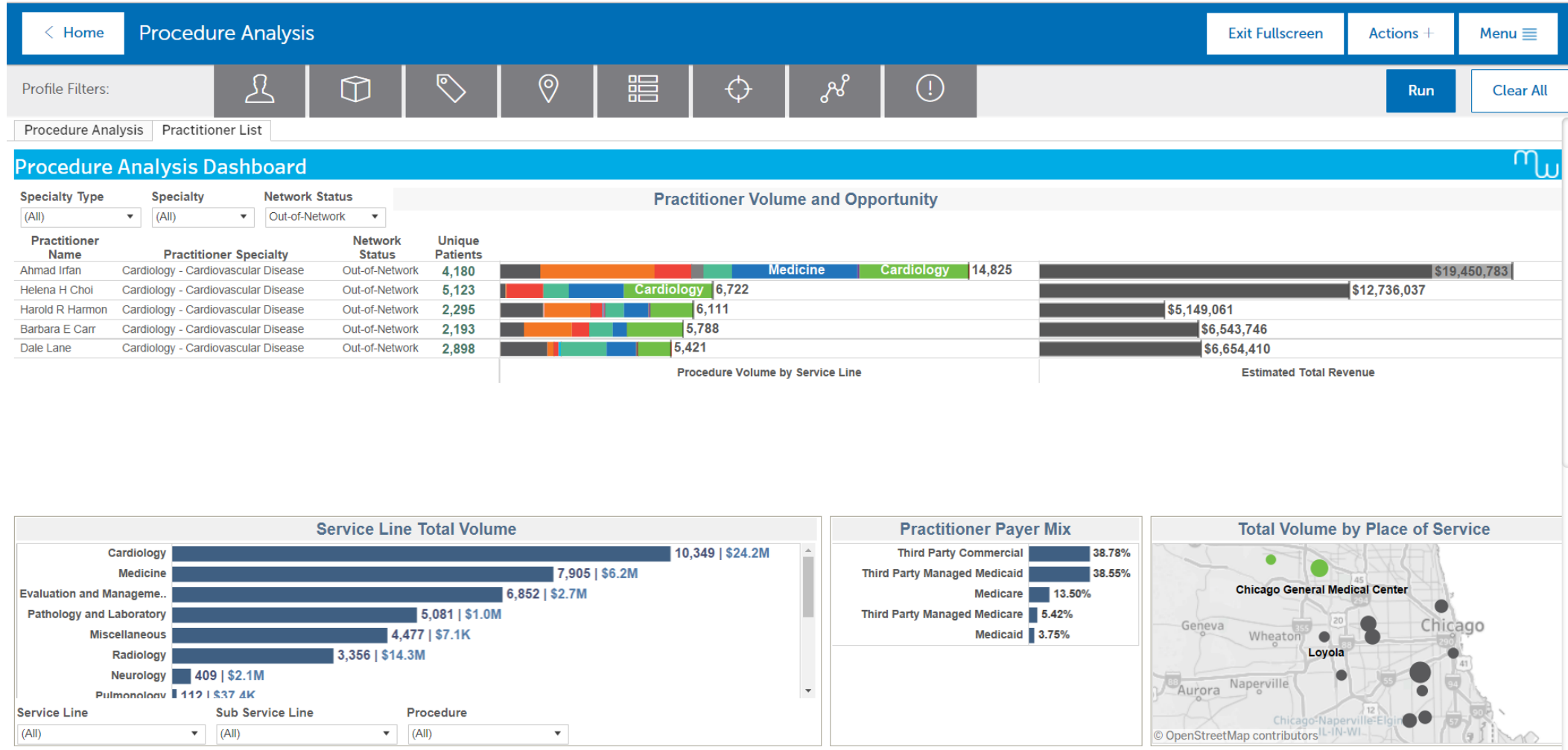
exploring **patient pipelines**

Shared Patient Relationships for Ahmad Irfan, Barbara E Carr, Dale Lane and 2 more

Inbound

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

Initial Provider	Specialty	Shared Patients	Estimated Networked Value	Estimated Provider Value
Anwer Mukhtar Siddiqi	Internal Medicine - (Generalist)	276	$5,149,061	
Daniel J Lewis	Internal Medicine - (Generalist)	225	$4,197,604	$837,673
Ann M Aponte	Internal Medicine - (Generalist)	181	$3,384,808	
Gilford Vincent	Internal Medicine - (Generalist)	146	$20,96	$773,867
Anjali A Desai	Internal Medicine - (Generalist)	120	$9,081,442	$212,965
Claudia Lapidus	Internal Medicine - (Generalist)	118	$8,978,628	$278,608
Andy J Mulhollen	Internal Medicine - (Generalist)	113	$8,548,812	$816,435
Gordana Obradovic	Internal Medicine - (Generalist)	103	$1,921,570	
Dany Naim El Sayah	Internal Medicine - (Generalist)	96	$3,008,648	$214,058
Adam George Mack	Internal Medicine - (Generalist)	86	$1,604,417	
Gary T Coburn	Internal Medicine - (Generalist)	85	$11,619,670	$579,772
Anthony Sherman	Internal Medicine - (Generalist)	82	$11,563,702	$203,236
James Lee Berry	Internal Medicine - (Generalist)	82	$6,304,807	$228,722
Helen Elizabeth Miller	Internal Medicine - (Generalist)	79	$1,473,825	
Chelsea Armbruster	Internal Medicine - (Generalist)	78	$6,003,015	$111,994
Amar Sunkari	Internal Medicine - (Generalist)	76	$1,417,857	
Hallie S Brigmond	Internal Medicine - (Generalist)	70	$1,431,345	$774,863
Feras Bankosly	Family Medicine - (Generalist)	70	$1,305,921	
Amy V Everett	Internal Medicine - (Generalist)	65	$4,896,489	$144,293
Jennifer R Sinclair	Internal Medicine - (Generalist)	64	$4,869,764	$152,961

Outbound

Specialty Type: (All) | Specialty: Surgery -... | Network Status: (All)

Secondary Provider	Specialty	Shared Patient Volume	Estimated Networked Value	Estimated Provider Value
Andrea L Adamczak	Surgery - Thoracic Surgery (Cardi..	36	$87,953	$1,126,236
Gurpreet Singh	Surgery - Thoracic Surgery (Cardi..	33	$107,579	$1,390,423
James Francis Clancy	Surgery - Thoracic Surgery (Cardi..	26	$335,772	$1,879,448
Christopher Loscalzo	Surgery - Thoracic Surgery (Cardi..	12	$38,467	$223,872
Eduardo A Garcia	Surgery - Thoracic Surgery (Cardi..	12		$320,694
Jenny Tangwah Lim	Surgery - Thoracic Surgery (Cardi..	11	$80,708	$1,065,205
Paul James Gordon	Surgery - Thoracic Surgery (Cardi..	9	$50,049	$167,904
Judith A Frisbie	Surgery - Thoracic Surgery (Cardi..	9	$100,369	$293,328
Mabelle H Cohen	Surgery - Thoracic Surgery (Cardi..	8	$6,924	$149,248
Elissa Atlas	Surgery - Thoracic Surgery (Cardi..	7	$326,178	$925,159
Derek Michael Fine	Surgery - Thoracic Surgery (Cardi..	6		$619,495
George Peter Cautilli	Surgery - Thoracic Surgery (Cardi..	5		$707,558
Baudelio Herrada	Surgery - Thoracic Surgery (Cardi..	4	$11,434	$74,624
James Michael Tuchek	Surgery - Thoracic Surgery (Cardi..	4		$106,898
Ellen M Mcgrann	Surgery - Thoracic Surgery (Cardi..	4	$297,235	$382,906
Carlos A Garcia	Surgery - Thoracic Surgery (Cardi..	3	$19,530	$427,103
Annabelle Dimapilis	Surgery - Thoracic Surgery (Cardi..	3	$19,272	$181,392
Iqbal S Sandhu	Surgery - Thoracic Surgery (Cardi..	3		$129,539
James Arthur Sanfilippo	Surgery - Thoracic Surgery (Cardi..	3		$80,174
Adam E Schussheim	Surgery - Thoracic Surgery (Cardi..	2		$53,449

powered by marketware

shared patient
analysis

getting
targeted
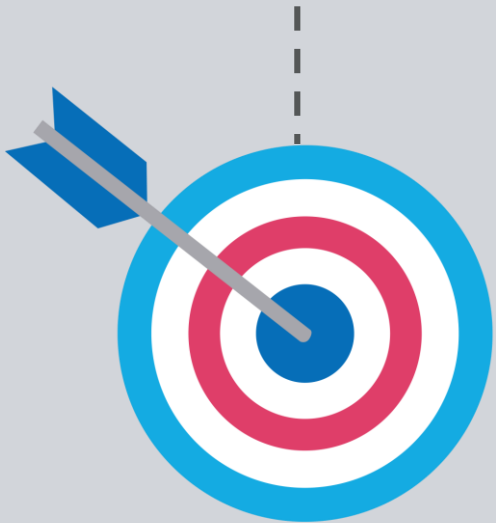
- What is the typical referral pathway for the procedure or service line you are researching?

- When researching shared patients, who do non-employed partners in your market tend to share patients with the most?

- What can you tell about the strength of these connection based on the number and percentage of shared patients?

- For those connections that appear weak, how can we further explore the prospects' willingness to potentially redirect patients to our new provider?

using shared patients to **define loyalty**

Pie chart:
- 42% (loyal)
- 37% (non-loyal)
- 13% (variable splitters)
- 8% (reliable splitters)
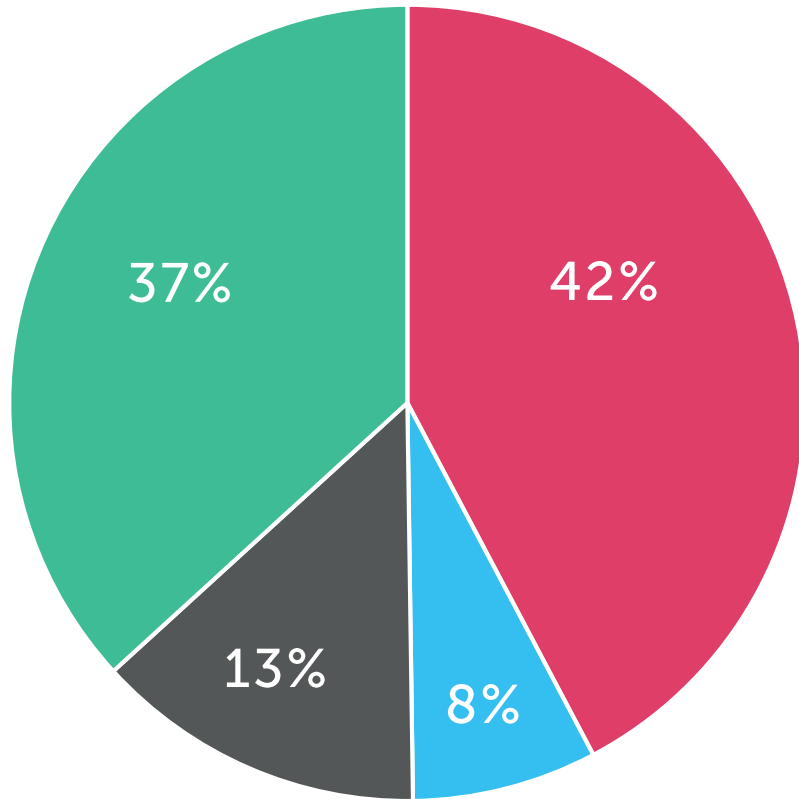
	external data trend
loyal	Refers over 80% of patients to your organization or providers within your network. Goal is to MAINTAIN these relationships.
reliable splitters	Refers over 60% of patients to your organization or providers within your network. Goal is to NUTURE these relationships.
variable splitters	Inconsistent referral patterns. Goal is to understand key drivers and TARGET key providers for growth.
non-loyal	Refers more than 60% to a competing organization or network of providers. Goal is to uncover, PROMOTE NICHE growth.
new	Unknown. Goal is the EXPLORE opportunities for collatboration.

splitter analysis

	N	Client	Competitor 1	Competitor 2	Competitor 3		Internal Trend	Aim
Referral Partner A	170	99%	0%	0%	0%	LS	Stable	Maintain
Referral Partner B	100	35%	20%	30%	15%	VS	Stable	Target
Referral Partner C	82	74%	26%	0%	0%	RS	Stable	Nurture
Referral Partner D	71	97%	1%	0%	0%	LS	Stable	Maintain
Referral Partner E	68	40%	10%	10%	40%	VS	⌒	Target
Referral Partner F	52	71%	29%	0%	0%	RS	⌄	Recover
Referral Partner G	48	60%	40%	0%	0%	RS	⌒	Nurture
Referral Partner H	31	87%	13%	0%	0%	RS	Stable	Maintain
Referral Partner I	29	55%	45%	0%	0%	VS	Stable	Nurture

impact reports

using data to measure **visits against results**

bottom-line impact: **follow up outreach**

data-based assumptions:

$3,000
Profitability/Referral

18
Avg. Number of Annual
Referrals/Provider

liaison activity	volume impact	estimated impact on bottom line
Outreach/service recovery visits to providers with substantial variances	6	$54,000
Outreach visits following first referral to secure second referral	12	$36,000
Outreach visits to secure first-time referrals	30	$90,000

Source: Internal Financial and Volume Data Provided by Client

using data to **summarizing impact**

initiative: grow structural heart cases	incremental volume	profitability per case	bottom line impact
Shift of employed PCPs referrals to loyal cardiology practice	25	$2,500	$62,500
Recruit/onboard new CT surgeon	50	$6,000	$300,000
Targeted promotion of valve clinic/TAVR	50	$1,000	$50,000
Targeted promotion of arrhythmia center/watchman program	48	$4,500	$216,000
			$628,500

Est. Referral Development Program Costs **$(160,000)**

Net Gain in CM **$468,500**

mw

know your **market & differentiators**

Facility Claims by Zip
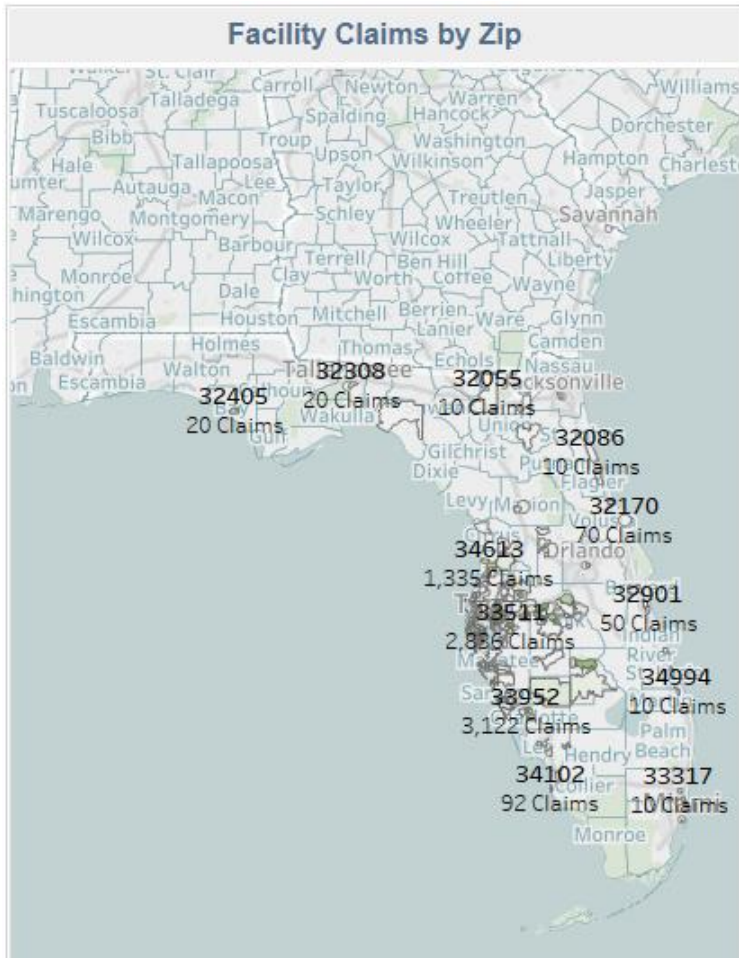
Current state: Vascular surgery market is saturated with specialists present at all health systems in our market.


Develop a clinical differentiator: Tampa General Vascular surgeons engaged our strategy team to carve out an Aortic Aneurysm program to set ourselves apart.

- Multidisciplinary approach to treatment of aortic aneurysms inclusive of vascular surgery, interventional radiology and cardiac surgeons.

- Single entry point for referring physicians and patients to contact the program coordinator who would review the patients records and determine the best path for the patient whether it be medical management or surgery.

- Surgeons work as a team to evaluate the patient and develop a management or surgical treatment plan.

- Patient is returned to their referring primary care provider & followed post surgery with detailed reporting from our aorta coordinator.

know your **market share**

TGH Market Share for 12 Counties Vascular Surgery Referrals

TGH Vascular Surgery Market Share
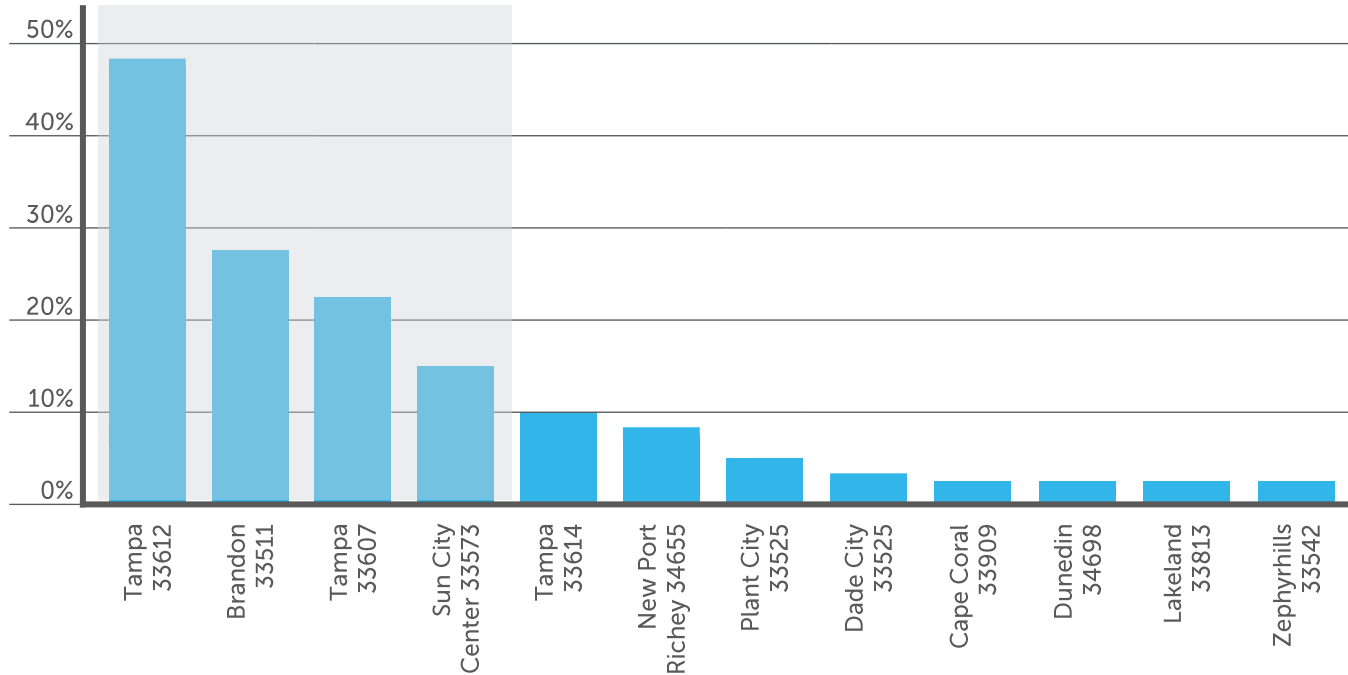
Zip codes where TGH holds greater than 2% of the referral market from PCPs for Vascular Surgery & Aorta Inpatient Procedures.

- Understand your current market share and develop a benchmark.

- Define they areas where your outreach can have the greatest impact.

- Develop an outreach campaign in those territories.

- Create collateral to leave behind on office visits.

- Measure the success of your outreach efforts in the ability to shift market share.

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measure **your impact**

TGH Vascular Market Share Trend
June - November

Bar chart legend:
- June-August
- September-November
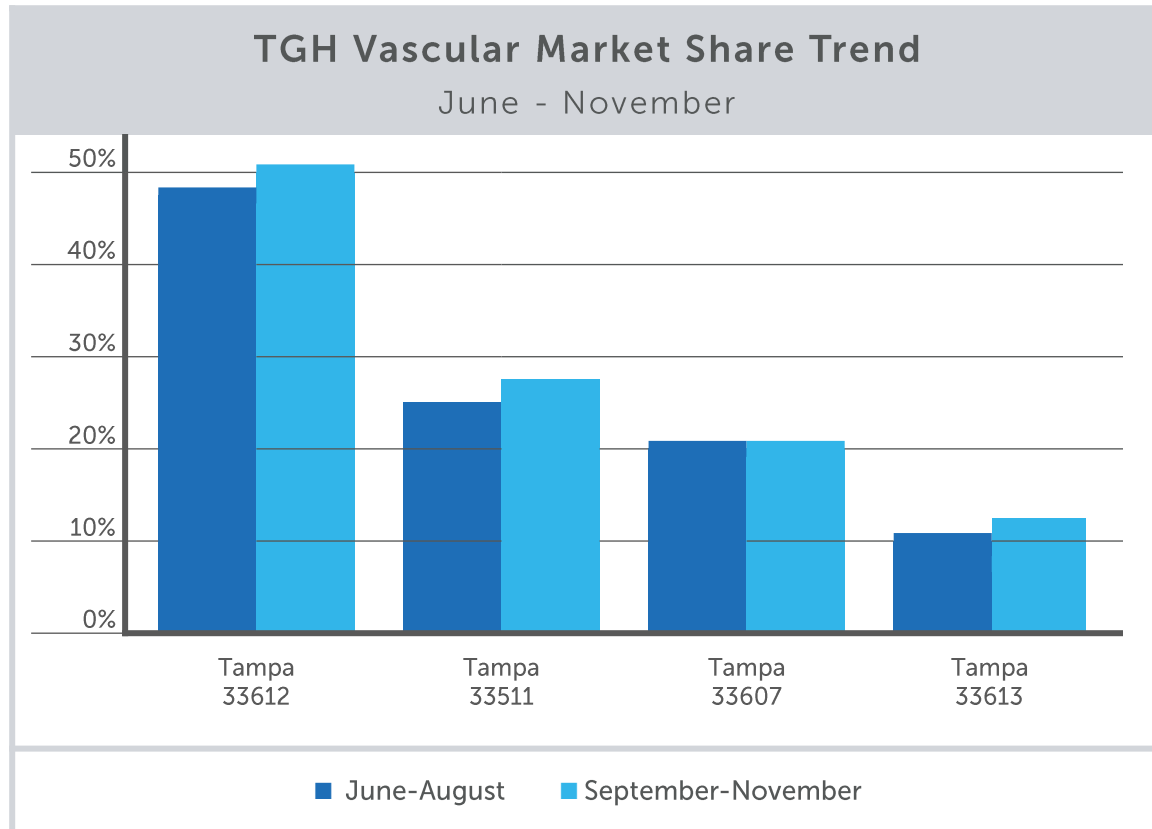
Physician Targeted Outreach Campaign
June 2015 - Present

- Primary focus on Aorta Program with cross selling for all Vascular services

- Focused on top 4 zipcodes where TGH held highest market share

City	June-August	September-November
Tampa 33612	48%	51%
Brandon 33511	25%	28%
Tampa 33607	21%	21%
Tampa 33613	12%	13%

- Targeted PCPs with greater than 20% of referrals coming to TGH

  - Targeted Cardiologists and Vascular Surgeons with strong connection to those PCPs.

when it works, **repeat**

With the Aorta Program model under our belt, we tackled additional campaigns
with the same data driven approach & saw the following results:

2017 cardiovascular outreach metrics:

- 356 Office visits
- 16 Office lunches
- 12 CME programs
- 345 unique participants in CME
- 1 Physician Rep assigned to the service line

service line	fy 2017 revenue	fy 2016 revenue	adjusted new revenue	percentage change
Heart Transplant	$1,725,720.00	$1,239,259.00	$486,461	39%
Cardiology	$1,125,991.00	$1,004,740.00	$121,251	12%
Interventional Radiology	$826,836.00	$290,425.00	$536,411	185%
Vascular	$800,101.00	$596,447.00	$203,654	34%
Cardiac Surgery	$679,890.00	$841,455.00	($161,565)	-19%
TAVR	$216,800.00	$479,089.00	($262,289)	-55%
Total	$5,375,338.00	$4,451,415.00	$923,923.00	17%

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bottom line impact:
knowing your numbers helps plan for the future

After 6 months of promoting the Cardiac surgery and TAVR service lines we were not able to have a positive impact on revenue. Our field intelligence allowed us to come to a conclusion about this outcome:

- We lost one of our cardiac surgeons to our competitor & saw almost a total shift in their patients.

- We were the last to the market to offer TAVR & our costs to build the program were not offset by revenue due to low volumes.

For 2018 we decided not to assign TAVR to an outreach rep or dedicate any additional resources to promotion of that procedure.

Cardiac Surgery	$679,890.00	$841,455.00	($161,565)	-19%
TAVR	$216,800.00	$479,089.00	($262,289)	-55%

TGH Tampa General Hospital

using data to **summarizing impact**

initiative: grow structural heart cases	incremental volume	profitability per case	bottom line impact
Shift of employed PCPs referrals to loyal cardiology practice	$7.5	$1.6M	$5.9M
Target promotion of Cardiovascular services through Outreach and CME	$4.4M	$5.4M	$1 in adjusted new revenue
			$6.9M

Est. Referral Development Program Costs	$(425,000)
Net Gain in CM	**$6.47M**

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questions?