Agenda

Introductions
Pre-Assessment Review
The Winning Numbers
Use Case
Q&A
Speakers

Ken McAffee
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
<table>
<thead>
<tr>
<th></th>
<th>What’s changing and what’s not</th>
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<tbody>
<tr>
<td>1</td>
<td>Physician Relations is poorly understood; seen as telling or problem-solving</td>
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<tr>
<td>2</td>
<td>Clarity of focus continues to be the greatest vulnerability</td>
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<td>3</td>
<td>Growth is still king. And so is retention</td>
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<td>4</td>
<td>Leakage is the answer to physician relations value in population health today</td>
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<tr>
<td>5</td>
<td>Effective sales responds to the physician wants not internal wants</td>
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<tr>
<td>6</td>
<td>Many great sales strategies fail because there is a lack of infrastructure</td>
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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 your 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?
4
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 visits, 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

5

Refocus and Reinvent

The time is now!
Use Case

Marcy Traxler
VP, Business Development & Service Line Strategy
Structure

Chief Strategy Officer

- Vice President
  - Physician Recruitment and Retention
    - AMITA Physician Recruitment
    - Physician Retention Team

- Vice President
  - Business Development
    - Director of Business Development
    - Physician Services Managers
    - Occupational Health Sales Team
Business Development Collaboration

Physician Service Manager

- Service Lines
- Medical Group Primary Care
- Specialty Practices
- Special Initiatives
BD Splitter Opportunity by Territory
Physician View
Physician Specialty Connection

<table>
<thead>
<tr>
<th>Networked Name</th>
<th>Networked Specialty</th>
<th>Market Overview</th>
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<tbody>
<tr>
<td>Gregory Drake</td>
<td>Orthopedics / Orthopedic Surgery</td>
<td>2.49%</td>
</tr>
<tr>
<td>Brian J. Marlowe</td>
<td>Gastroenterology / Generalist</td>
<td>2.37%</td>
</tr>
<tr>
<td>Daniel F. Kwock</td>
<td>Orthopedics / Orthopedic Surgery</td>
<td>2.35%</td>
</tr>
<tr>
<td>Zbigniew Adam-Parkowski</td>
<td>Cardiology / Cardiovascular Disease</td>
<td>1.62%</td>
</tr>
<tr>
<td>Eugene P. Lopez</td>
<td>Orthopedics / Orthopedic Surgery</td>
<td>1.11%</td>
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<tr>
<td>Stephen P. Behnke</td>
<td>Family Medicine / Generalist</td>
<td>1.15%</td>
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<tr>
<td>Carl J. Albon</td>
<td>Gastroenterology / Generalist</td>
<td>0.76%</td>
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<tr>
<td>Emil Varsamopoulos</td>
<td>Radiology / Oncology / Generalist</td>
<td>0.54%</td>
</tr>
<tr>
<td>Jack R. Chamberlain</td>
<td>Cardiology / Cardiovascular Disease</td>
<td>1.45%</td>
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<tr>
<td>Jeffrey A. Murray</td>
<td>Physical Medicine &amp; Rehabilitation / Spa</td>
<td>1.04%</td>
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<tr>
<td>George M. White</td>
<td>Internal Medicine / Generalist</td>
<td>0.75%</td>
</tr>
<tr>
<td>Donald J. Kashi</td>
<td>Podiatry / Radiology</td>
<td>1.19%</td>
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Market Share

<table>
<thead>
<tr>
<th>Networked Provider</th>
<th>% Provider to Networked</th>
<th>% Networked of Provider</th>
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<tbody>
<tr>
<td>Overall</td>
<td></td>
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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?
Thanks for attending. Visit marketware.com to learn more.