

# How to Measure and Improve Your Patient Attraction and Retention Growth Strategies

*Part I: Best Practices for Data Utilization and Measurement*



Society for Health Care  
Strategy & Market  
Development™

**Wednesday March 9<sup>th</sup>, 2022**  
**1:00pm – 2:00pm ET**

# Today's Presenters



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# Company Overview

**HSG builds high-performing physician networks so health systems can address complex changes with confidence.**

**Headquarters:** Louisville, KY

**Formed:** 1999

**Focus:** Health Systems and Physician Network Strategy and Execution



## Physician Strategy

Driving a common strategic focus with engaged physicians.



## Physician Leadership

Identifying and engaging strong physician leaders is integral to the network's development and success.



## Performance Improvement

Improving the performance of employed physician networks.



## Network Integrity

Leveraging Physician Network Integrity Analytics™ to create and monitor strategies for patient acquisition and retention.



## Physician Compensation

Aligning physician compensation with health system and employed network goals.

# About Huron



**Best Firms to Work For**  
2011-2021  
Consulting Magazine



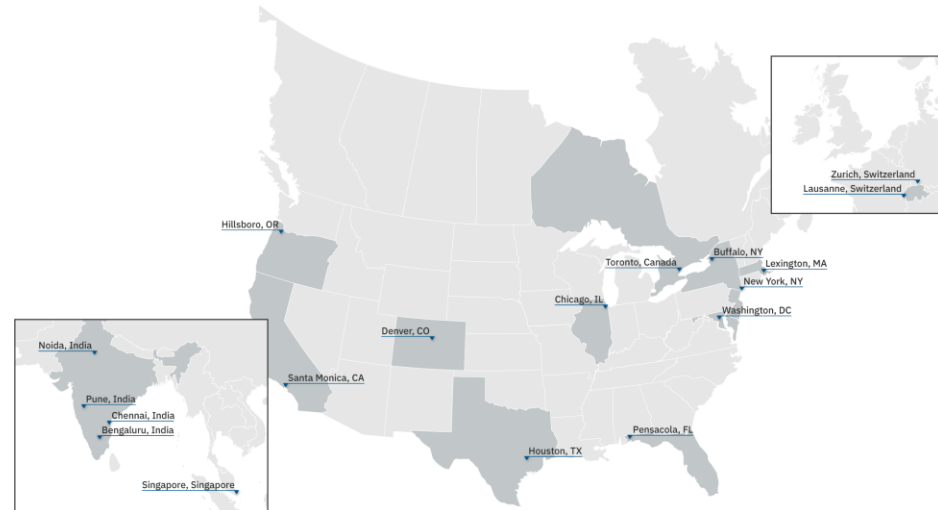
**Best Management Consulting Firms**  
2018, 2019, 2020  
Forbes



- For **eight years in a row** we have been recognized by the Human Rights Campaign Foundation for receiving a perfect score of 100 on the Corporate Equality Index and the designation as a “Best Place to Work for LGBTQ Equality.”

## Highlights

- Formed in 2002
- More than 3,800 full-time professionals
- 2020 revenue of \$844 million
- Headquartered in Chicago
- Publicly traded on NASDAQ
- Served more than 1,700 organizations and institutions in 2020
- Acquired Perception Health December 2021



# Handouts/White Papers

## How to Measure and Improve Your Patient Attraction and Retention Growth Strategies

Part 1: Best Practices for Data Utilization and Measurement



Wednesday March 9<sup>th</sup>, 2022  
1:00pm – 2:00pm ET

For handouts of today's presentation as well as our latest whitepaper on Patient Attraction and Retention Growth Strategies, **please leave your information in the Post-Webinar-Survey** at the end of today's presentation.

Additionally, [please register for Part II](#) of this educational webinar series on March 23<sup>rd</sup> at 1:00pm ET.

## March 23<sup>rd</sup> Presenters



**DJ Sullivan**  
Director



**Max Hubel**  
Executive Director, Budget,  
Financial Planning And  
Reporting



**Chad Reece**  
Director of Planning and  
Marketing

# How to Measure and Improve Your Patient Attraction and Retention Growth Strategies



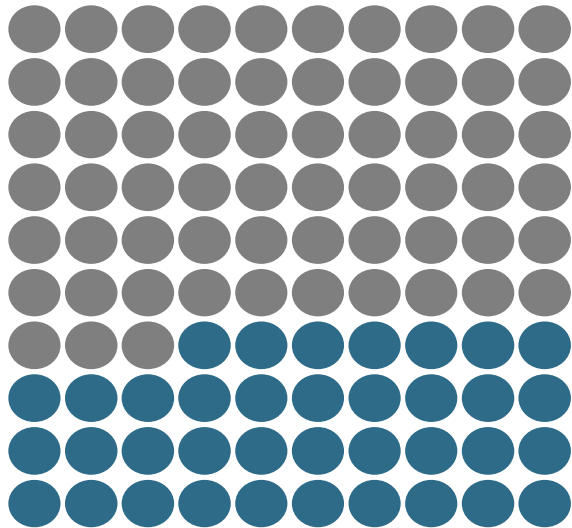
- Patient Attraction vs. Patient Retention Strategies
- Defining the Right KPIs for Your Health System
- Measurement and Management of KPIs
- Leveraging Incremental Data to Fuel Growth
- Questions and Answers



# Growth Strategy Development

# Data Utilization in Growth Strategy Development

37%

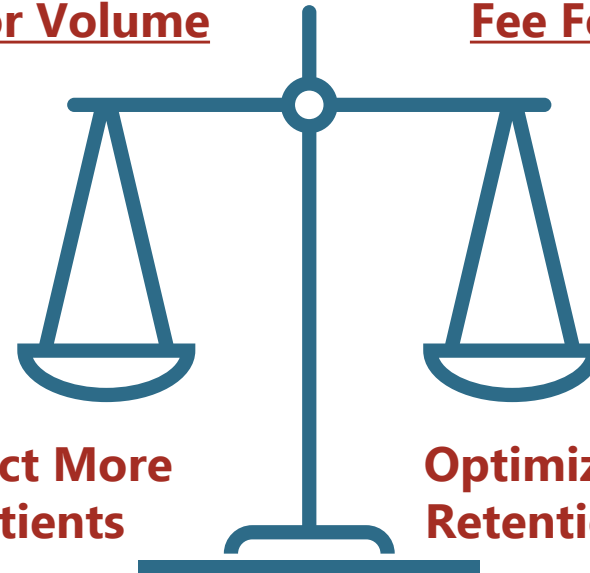


## HSG 2021 Survey

37% of health system survey respondents believe they are **not effectively utilizing available data in growth strategy development.**

Fee For Volume

Fee For Value



**Attract More Patients**

**Optimize Patient Retention & Care**



# Growth Strategies Require Multiple Data Inputs

## Data & Analytic Input Examples

Employed Practice KPIs

Predictive analytics

Provider supply and demand analysis

Market demographics

Access point and drive time analysis

Patient attraction and retention

Patient utilization access measures

Quality and outcome measures

## Strategic Outputs

**Employed Network  
Performance**

**Manpower Planning**

**Service Line Planning**

**Market Growth**

**Brand Loyalty**

# Patient Attraction Strategies

Patient attraction strategies require data inputs from many sources including **patient access, market share, provider need, market attractiveness, and provider alignment.**



## Referral Source Alignment

Includes Identification of Top Feeders to Core Specialists and Ability to Keep Patients Within Network.



## Market Attractiveness

Comparing Median HH Income, Population Growth, Percent Privately Insured, and Socio-Economic Profiles.



## Patient Access

Timeliness of New & Established Visits, Travel Time to Primary Care, Specialty Care, and Other Key Access Points.



## Provider Need

Determination of Provider Need within Markets Using Actuarial Figures Based on the Health of Specific Populations.



## Market Share

Needs to Shift Beyond Traditional IP Market Share and Include Outpatient/Ambulatory and Physician Office Share.

# Patient Retention Strategies

Patient retention strategies require data inputs **following the patient journey from one site of care to the next** and should differ by the site of service in which patients are entering your system.



## 1 PRIMARY CARE PATIENTS

How loyal are our established patients on our primary care provider panels?



## 2 EMERGENCY DEPARTMENT PATIENTS

Where do our ED patients receive care after receiving services at our facilities?



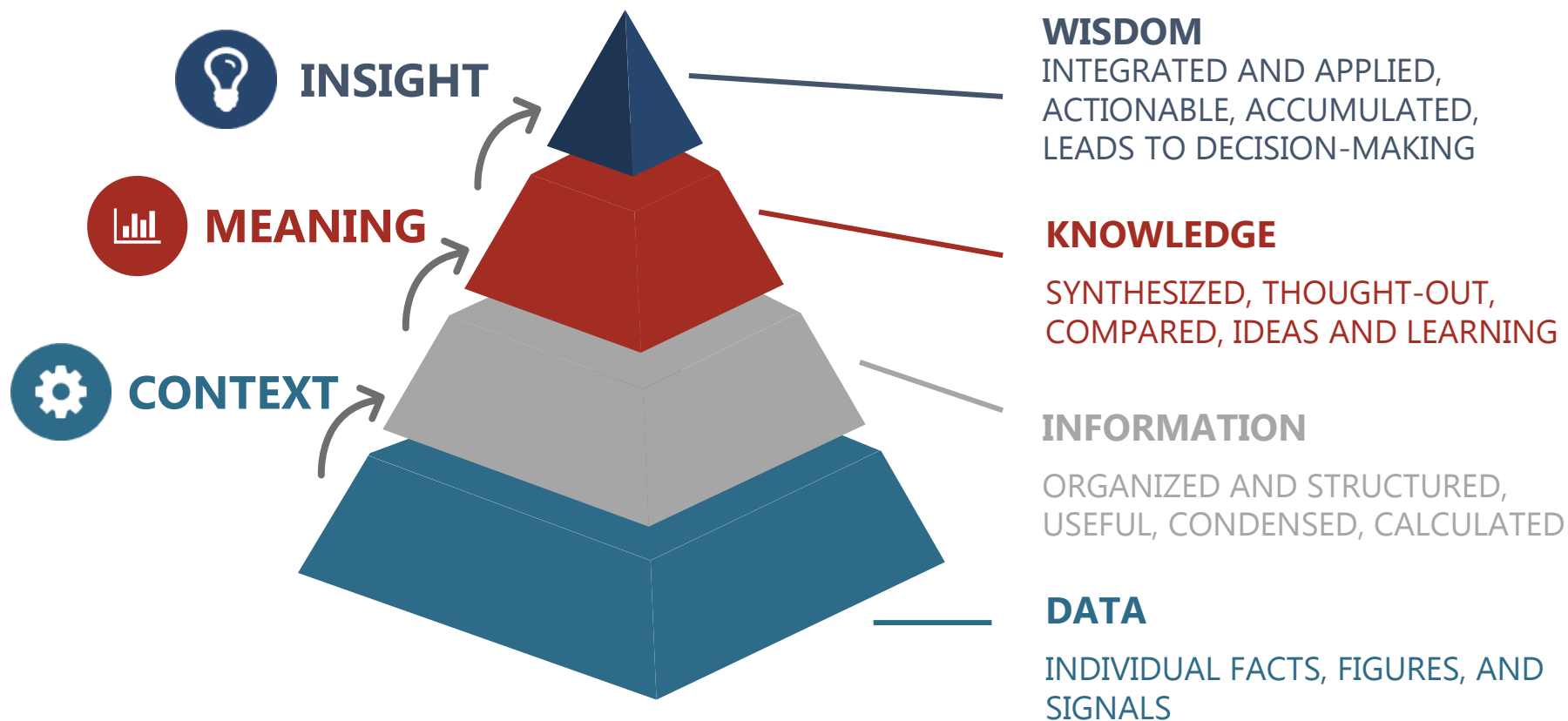
## 3 URGENT/IMMEDIATE CARE PATIENTS

What opportunities exist to maximize retention of patients utilizing our urgent care locations?



# Defining the Right KPIs

# DATA, INFORMATION, KNOWLEDGE, WISDOM



# Patient Attraction KPIs:

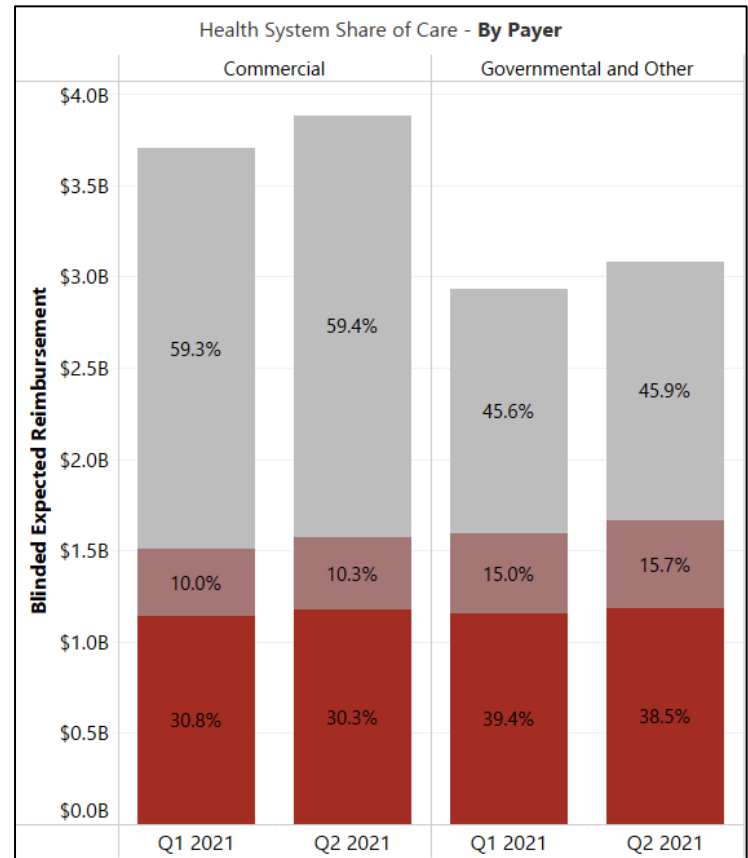
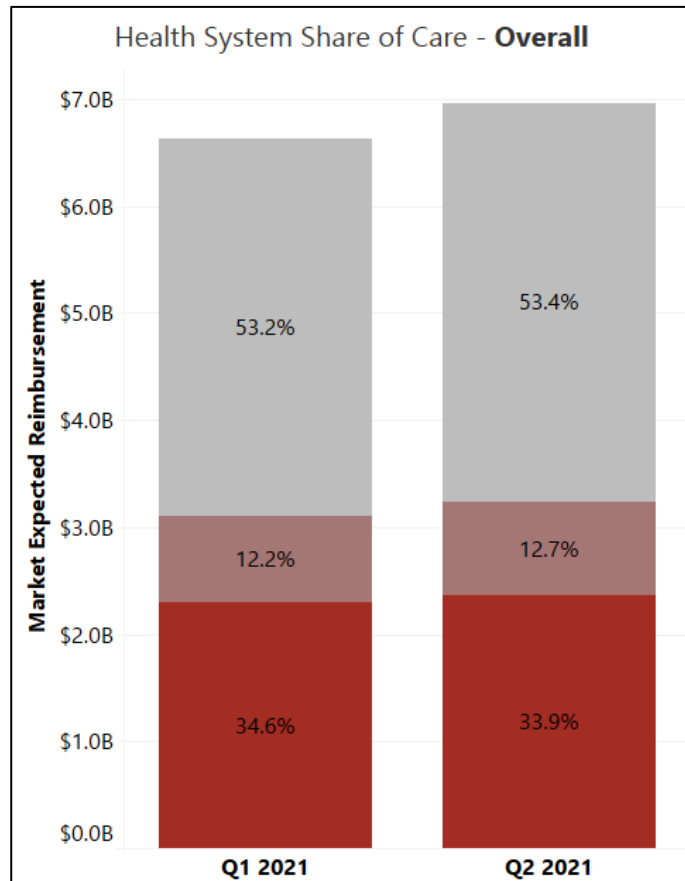
## *Market Share – IP, Ambulatory, and Physician Office*

	<u>Inpatient</u>		<u>Ambulatory (HOPD &amp; ASC)</u>		<u>Physician Office</u>	
	Q4 2021	Q1 2022	Q4 2021	Q1 2022	Q4 2021	Q1 2022
General Medicine	61.2%	61.3%	62.7%	62.9%	39.2%	40.9%
Orthopedics	69.8%	70.3%	52.4%	52.2%	43.2%	46.0%
General Surgery	69.0%	67.4%	65.0%	64.4%	62.0%	65.6%
Cardiac Services	71.8%	72.9%	58.7%	58.9%	46.4%	48.7%
Outpatient Diagnostics			50.9%	52.0%	42.8%	44.5%
Spine	87.1%	87.1%	44.8%	46.2%	38.8%	43.0%
Cardiothoracic Surgery	67.1%	67.6%	84.7%	87.1%	19.2%	17.9%
Outpatient Treatment/Procedures			14.6%	14.6%	45.5%	46.4%
Vascular Services	71.9%	73.7%	69.6%	69.9%	43.9%	43.1%
Urology	70.7%	70.9%	54.5%	52.9%	52.5%	54.3%
Neurology	66.0%	66.1%	0.0%	0.0%	43.7%	45.4%
Oncology/Hematology	69.9%	71.0%			44.8%	47.5%
Obstetrics	68.8%	68.9%	69.4%	71.8%	47.7%	48.6%
Neurosurgery	78.5%	78.3%	38.8%	38.4%	68.3%	69.9%
Neonatology	67.8%	67.9%				
Gynecology	68.4%	66.1%	71.4%	71.0%	39.9%	42.4%
Ophthalmology	85.4%	85.7%	30.0%	28.9%	53.2%	53.2%
ENT	71.0%	74.9%	38.5%	39.1%	46.4%	47.2%
Trauma	89.9%	89.3%	48.8%	44.9%	32.4%	32.7%

Traditional market share capture rates based on procedural volumes within each site of care.

# Patient Attraction KPIs:

## Market-Based Patient Share of Care

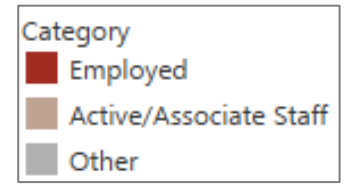
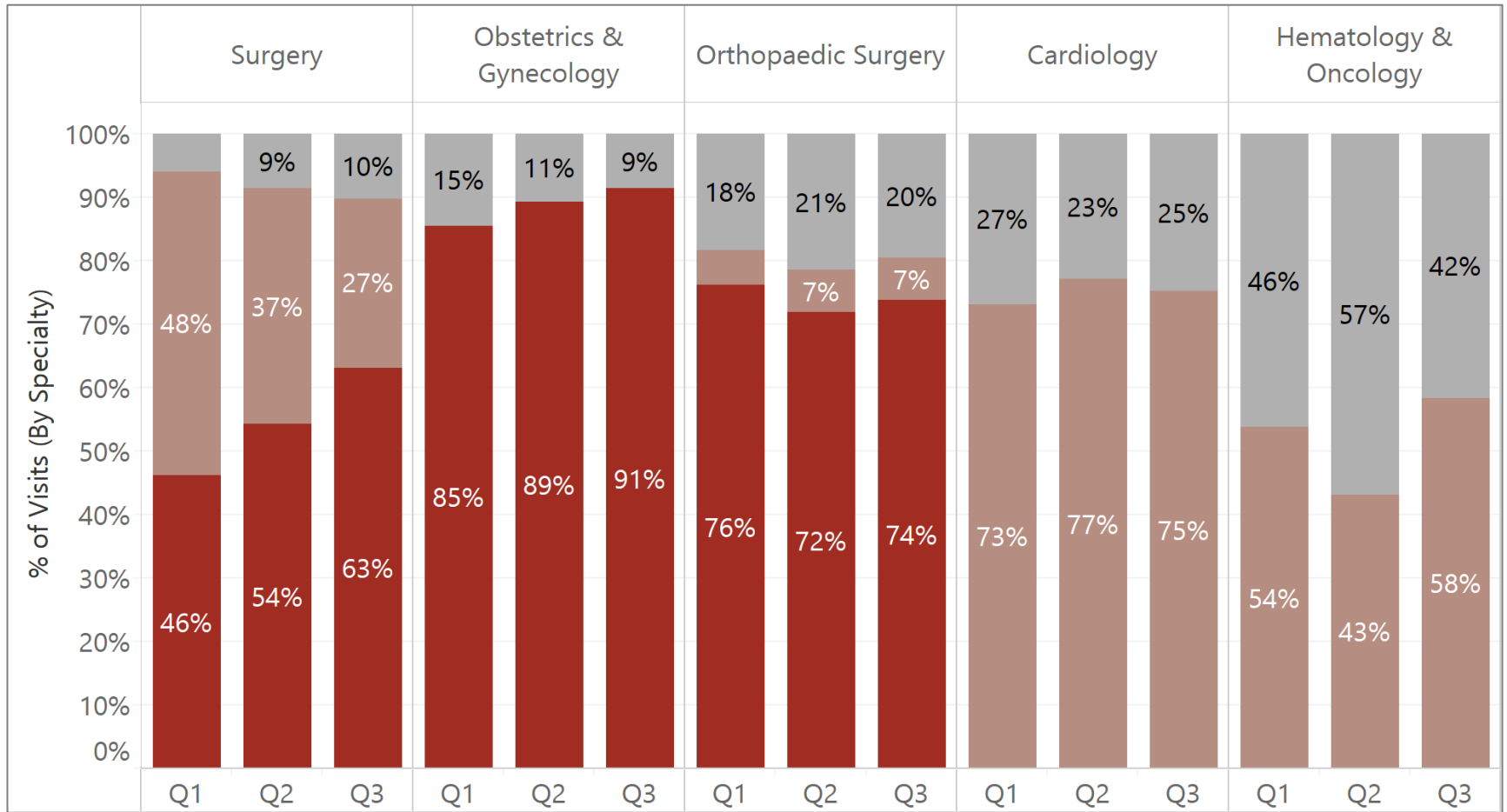


	Q1 2021	Q2 2021
Health System Owned	34.6%	33.9%
Health System Partnerships	12.2%	12.7%
<b>Total Health System Share of Care</b>	<b>46.8%</b>	<b>46.6%</b>

- BLINDED CLIENT is capturing **46.8% of the total expected healthcare spend (\$6.6B)** for healthcare entities providing services in the service region.
- This ranges from 40% for Commercially Insured patients to 46% for Governmental and Other Payers.

# Patient Retention KPIs:

## *Access Point to Specialist Patient Leakage*





# Patient Retention KPIs:

## *Access Point to Specialist Patient Leakage*

### Provider Drill Down Example

Visits to Key Specialties occurring within 90 days of a patient interaction with a client employed primary care provider.

Grouped by primary care provider

Shown as percent of total, grouped by employment and medical staff status of specialist.

Source Provider Name	Obstetrics & Gynecology	Orthopaedic Surgery	Surgery	Cardiology	Hematology & Oncology	N
PCP #1	83% 17%	91% 9%	93% 7%	48% 52%	93% 7%	595
PCP #2	97% 3%	76% 23% 1%	60% 17% 23%	75% 25%	73% 27%	551
PCP #3	88% 12%	83% 9% 8%	81% 8% 11%	77% 23%	25% 75%	443
PCP #4	98% 2%	61% 39%	90% 10%	43% 57%	83% 17%	435
PCP #5	100%	63% 37%	83% 12% 4%	50% 50%	87% 13%	355
PCP #6	97% 3%	81% 19%	67% 27% 6%	89% 11%	100%	344
PCP #7	85% 15%	79% 21%	98% 2%	84% 16%	76% 24%	337
PCP #8	60% 40%	94% 6%	94% 6%	91% 9%	36% 64%	224
PCP #9	98% 2%	93% 7%	45% 45% 9%	78% 22%	82% 18%	217
PCP #10	61% 39%	73% 27%	89% 11%	78% 22%	100%	145
PCP #11	100%	87% 13%	100%	100%		75

Category
<span style="color: red;">■</span> Employed
<span style="color: brown;">■</span> Active/Associate Staff
<span style="color: gray;">■</span> Other

# Patient Retention KPIs:

## *Population-Based Patient Share of Care*

Region	Reporting Period				Health System Expected Reimbursement Q4 2021	Number of Patients Q4 2021
	Q1 2021 N=500	Q2 2021 N=515	Q3 2021 N=490	Q4 2021 N=495		
<b>Employed Primary Care &amp; Urgent Care Overall</b>	<b>68.9%</b>	<b>70.2%</b>	<b>71.4%</b>	<b>66.6%</b>	<b>\$1.05B</b>	<b>325,000</b>
Employed Group: Region A	64.4%	66.2%	67.6%	63.2%	\$500M	125,000
Employed Group: Region B	76.1%	73.4%	72.6%	71.7%	\$150M	35,000
Employed Group Region C	74.5%	77.4%	79.9%	69.9%	\$300M	100,000
Urgent Care Locations	59.9%	60.4%	61.2%	61.9%	\$100M	55,000

Health System captures approximately **\$0.67 of every \$1 spent on healthcare for the identified patient population.** That varies from as high as \$0.72 for Employed Group Region B to \$0.62 for Urgent Care Locations.

Expected reimbursement is estimated using Health System's reimbursement by payer.

The background of the slide is a dark blue gradient. It features a magnifying glass in the center, with its lens resting on a line graph. The graph has a y-axis with numbers 0, 3, and 6, and an x-axis. A pen is visible in the upper right corner, pointing towards the graph. The overall theme is data analysis and measurement.

# Measurement and Management of KPIs

# Measurement and Management of KPIs

## There Are No Silver Bullets To Growth

Measure	&	Manage
<ul style="list-style-type: none"><li>• What's our current state (benchmark)?</li><li>• What are the trends over time?</li><li>• What are the critical issues that my team needs to deal with?</li><li>• Are we getting a return on investments in time and resources allocated?</li></ul>		<ul style="list-style-type: none"><li>• Ensure reporting mechanisms are optimized to define opportunities for improvement and drill-down</li><li>• Engage providers in root cause discussions</li><li>• Build a plan and execute</li><li>• Dig into areas showing issues</li></ul>

**Goal:** Create a repeatable system or program that keeps your organization focused on incremental improvement

# Measurement of KPIs

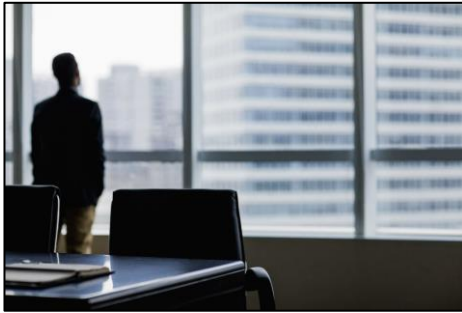
## *Common Gaps*

Many organizations rely on inadequate data and analyses to infer patient behavior. Utilization of only one data source often leads to gaps in strategy development.

Data Sources	Commentary
<b>Anecdotal Observations</b>	<ul style="list-style-type: none"><li>• Personal experiences are critical during drill-down to define root cause but should not be a measurement metric</li><li>• Only tells us what we “feel” is happening</li></ul>
<b>Inpatient/HOPD Market Data</b>	<ul style="list-style-type: none"><li>• Often self-reported to state hospital association</li><li>• Misses the competitiveness of the ambulatory landscape in each market</li></ul>
<b>Electronic Medical Record</b>	<ul style="list-style-type: none"><li>• Typically focused on identifying referrals leaving the network as part of a referral management strategy</li><li>• Outputs are only as good as the inputted data</li><li>• Misses any care provided at other facilities</li></ul>
<b>Claims Data</b>	<ul style="list-style-type: none"><li>• Can provide holistic portrait of patient care</li><li>• Detailed data facilitates multiple analytic approaches</li><li>• Some data redactions due to privacy protection</li></ul>

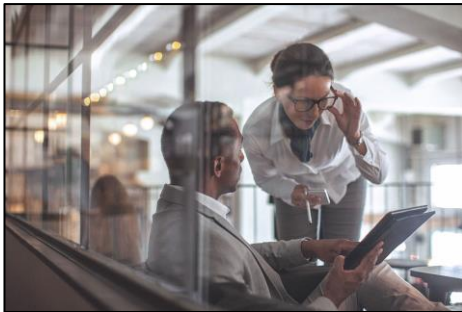
# Management of KPIs

## *Communication & Drill Down*



### Executive Leadership

Executive leadership teams should have **Growth Strategy KPIs on their monthly or quarterly dashboards**. Patient retention metrics for patients already utilizing your healthcare services are the **lowest hanging fruit for incremental revenue growth**.



### Marketing

Marketing requires detailed information into how patients are utilizing healthcare **based on geography, service lines, and provider types**. Different tools are required to develop detailed advertising and physician outreach efforts.



### Strategic Planning

Strategic planning personnel often have responsibilities over medical staff development planning. Leveraging data to **support their specialty and primary care recruitment efforts** based on **market dynamics by provider specialization and service capabilities** often proves fruitful.

# Management of KPIs

## *Engage Providers in Root Cause*

### PATIENT FACTORS

1. Prior experience and/or relationships with the consultant or health system
2. Provider reputation
  - Word of mouth
  - Website
3. Geographic considerations
  - Travel time, difficulty
4. Timely access
5. Insurance issues
  - Networks, including commercial, self-insured, CIN, and direct employer contracting
  - Covered benefits
  - Co-pays and deductibles
    - High deductible plans make patient essentially a self-pay

### PROVIDER FACTORS

1. Noted patient factors
2. Existing relationships
3. New relationships
  - Provider/Consultant care/treatment philosophy
  - Provider/Consultant communication patterns
  - Interpersonal treatment of patient/family
    - Consultant
    - Consultant's office staff
4. Health system relationship
  - Own
  - Other
5. Timely access
6. Insurance issues (including pre-authorization processes)



# Leveraging Incremental Data



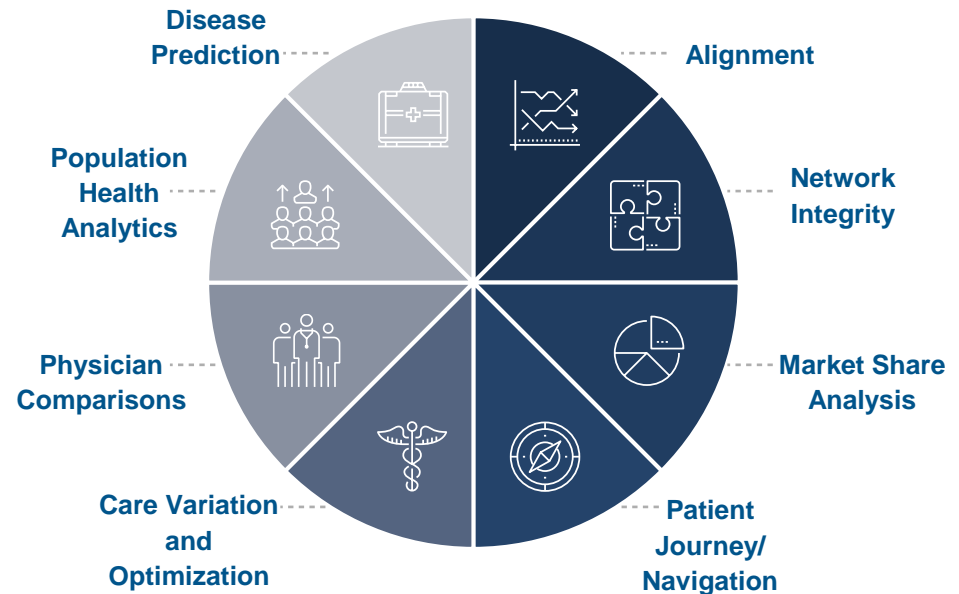
# Grow Revenue, Manage Risk, Save Lives

Grow Revenue  
Manage Risk  
Save Lives

**Perception Health is the disease prediction platform** whose precise data sets add an actionable, and previously inaccessible, predictive dimension for healthcare providers; enabling the early detection of disease in the communities in which they seek to compete and serve.

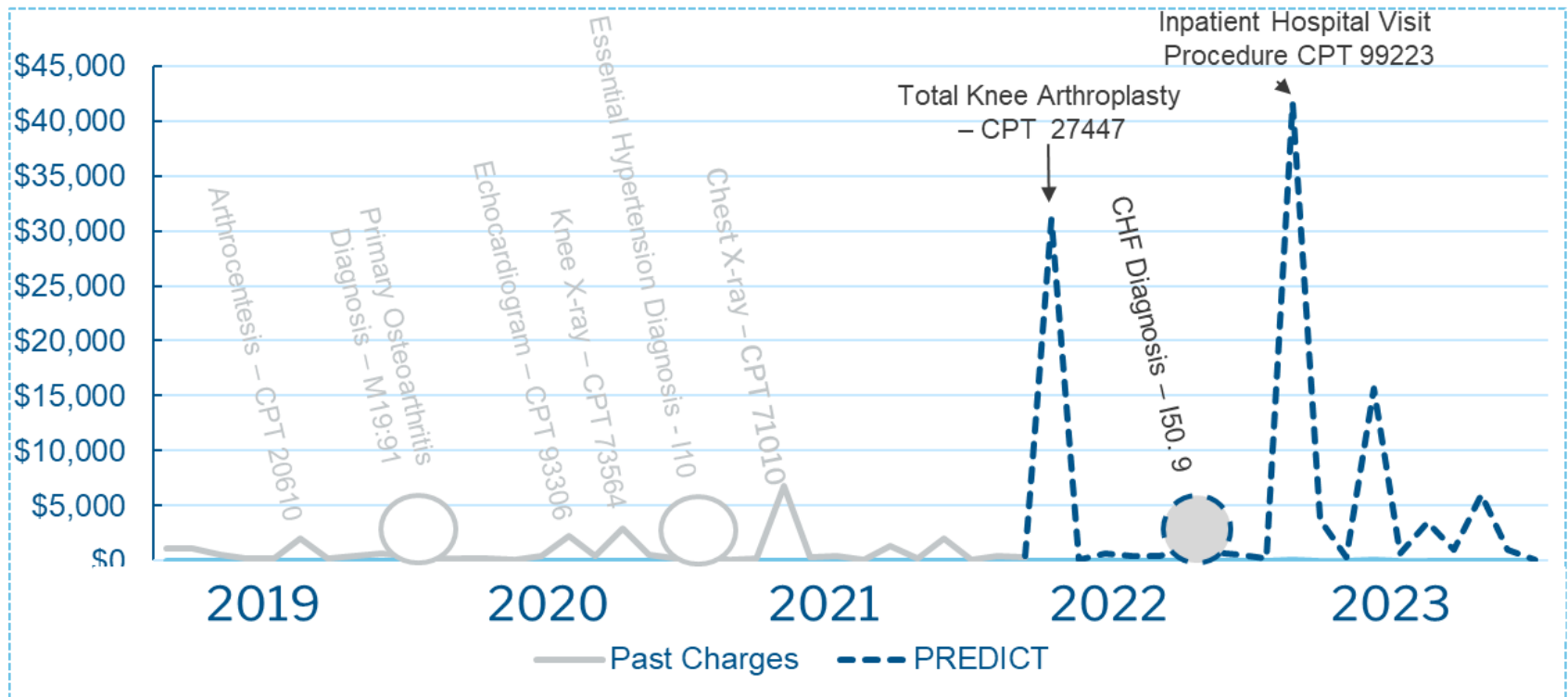
# Perception Health Data Platform Drives Valuable Insights

- 30+ Billion claims across all payer categories including 100% of Medicare beneficiaries
- Analysis on markets across the entire continuum of care (from Ambulance to Hospice)
- Relationship mapping of procedures, patient volumes and charges between 6.4 million providers
- Longitudinal patient records tracking over 290 million unique lives
- 50+ disease & procedure prediction models used to assess diagnostic risk and reidentify patients for contact

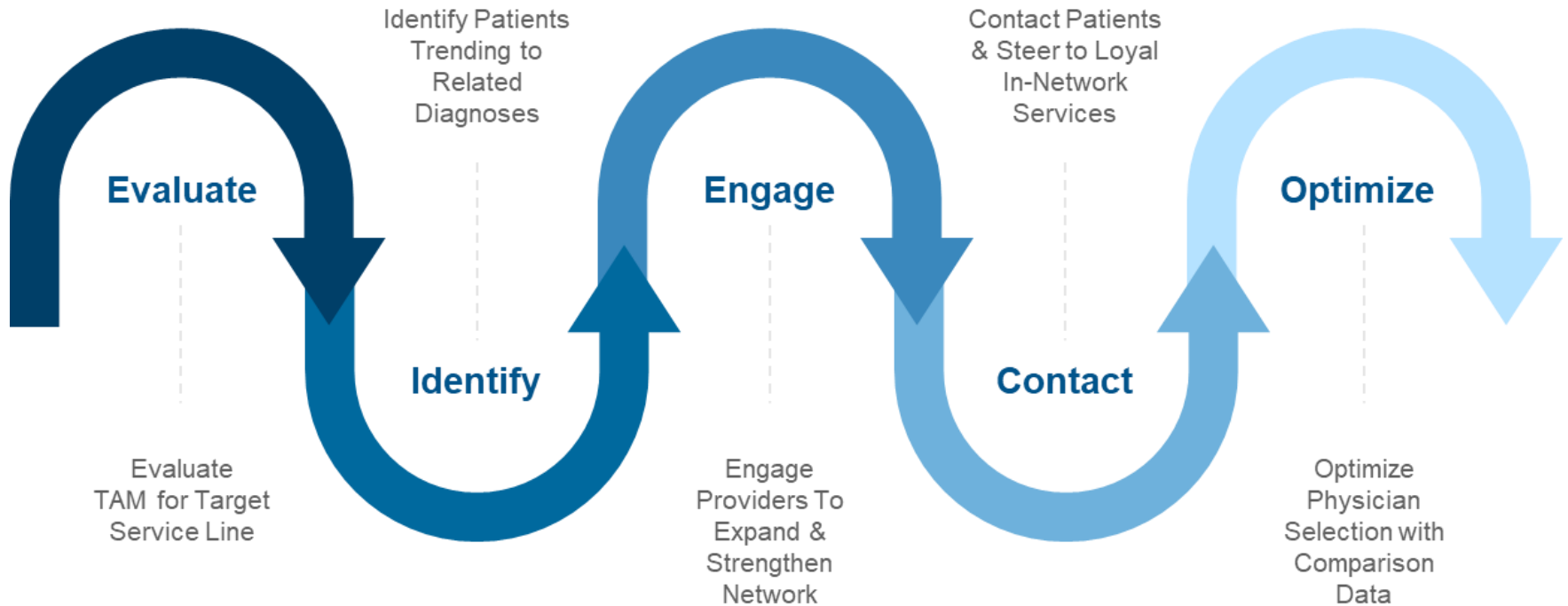


# Longitudinal Patient Mapping

Tracking Individual Patient Care Across All Providers Will Change How You See Growth, Risk and Population Health



# Claims-Based Strategies for Growth



# Conclusion and Takeaways

- ✓ Utilization of a common external data source for KPI measurement and strategic growth initiatives is critical.
- ✓ Organizations looking to drive growth need measurements for both patient attraction and retention efforts.
- ✓ Clearly defining the metrics that your organization is going to utilize for overall and service line progress measurement is crucial.
- ✓ If you can't measure it, you can't manage it.



# HSG | Questions

# Next Steps

**Be sure to complete SHSMD's post webinar survey questions** to receive digital and print versions of the newest white paper on Patient Attraction and Retention Growth Strategies.

Additionally, please register for Part II of this educational webinar series on March 23rd at 1:00pm ET.

*Part II – Baptist Health Jacksonville Case Study*

[Register Here](#)

The logo for HSG, with 'H' and 'S' in blue and 'G' in red.

**DJ Sullivan**  
Director

The Baptist Health logo, featuring a stylized blue cross and the text 'BAPTIST HEALTH'.

**Max Hubel**  
Executive Director, Budget,  
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