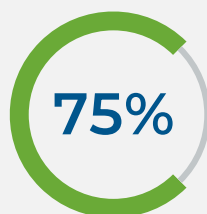


Using Data to Build a Stronger Care Network

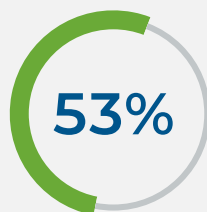
HOW HEALTHCARE ORGANIZATIONS CAN BUILD THE FOUNDATION TO AVERT NETWORK LEAKAGE

By Martin Bloomenkranz, Scott Brown, and Annie Zilius

In healthcare, consumer loyalty continues to soften despite reports of high satisfaction. Huron's [consumer research finds](#) that more than half of consumers are willing to switch providers.



of consumers report being satisfied with the healthcare they receive



are willing to change providers if presented with the right driver

physician referral decisions have on consumer choice is crucial to creating a complete picture of network integrity and the share of care.

While consumers have more choice in where they receive services, the physician's referral remains the primary driver for where patients will go next for care. Robust provider relationship management programs deployed in tandem with direct-to-consumer strategies enabled by data, technology, and analytics are essential in today's competitive market.

While CRM platforms have not traditionally been a mainstay of the healthcare organization technology ecosystem, they have become more valuable to how healthcare operates.

[Huron's research](#) finds that more than a third of healthcare organizations are planning investments in CRM technology. Most report CRM will be used to improve care access, physician experiences, digital front door capabilities, and the overall consumer journey.

As healthcare organizations seek to understand their market from the point of view of the consumer, understanding the impact that

Building the Technical and Operational Foundation

Data is instrumental for healthcare organizations seeking to improve consumer and physician relationships. However, data can only be actionable with a CRM that enables staff, physicians, and consumers to engage in more timely and effective communications.

The first step must be to shore up the foundation and [build modern, consumer-centric access operating models](#) that create the capacity to fulfill referrals and the consistency to scale across clinical specialties.

Once the foundational components are in place, organizations can scale and more nimbly implement innovative solutions that increase consumer access and improve physician referral management.



OPTIMIZE INTAKE AND SCHEDULING

Design and implement optimized scheduling, phone systems, contact centers, and related workflows to allow organizations to seize opportunities to improve network integrity.



ESTABLISH ANALYTICS

Deploy robust analytics to establish benchmarks, inform strategy, and monitor and measure the success of consumer and physician outreach.



ALIGN GOALS AND STANDARDS

Establish transparency and “one way of operating” across specialties.

Elevating Network Integrity

Even when an organization’s access operating model or systems are at their best, internal data is still insufficient to reveal vulnerable network leakage points or opportunities for growth.

While healthcare organizations can see patient volumes and charges coming into their network, what organizations should be asking is: How many patients are not showing up because they are going to competitors? The only way to know with certainty is to have access to broader market data enabling leaders to measure local physician networks and financial relationships fully. There are also many related [use cases for how predictive consumer data](#) is changing how healthcare operates.

Addressing network or referral leakage requires understanding the entire continuum of care. By looking at relationships between sites of care and how patients are moving through the community based on their conditions or procedural needs, organizations start to understand the financial integrity of their network. That point of view depends entirely on getting data from outside the organization’s four walls.



USE INSIDE + OUTSIDE DATA

Use market insights and electronic health record data to assess where patients are leaving the network and identify larger out-migration patterns.



TAKE ACTION

Develop interventions and programs to promote retention and avoid leakage.



GROW ANALYTICS PROGRAMS

Continue to advance and elevate the use of data to monitor referral patterns.

Driving Market Capture

Improving network integrity requires applying market data and insights effectively to understand where patients come from and where patients are being sent for follow-up after receiving care from the organization. Segmenting patient migration patterns by physician, specialty, and procedure type helps prioritize which relationships to pursue in network integrity efforts.

Market insights can also help leaders understand where transitions of care (e.g., inpatient discharge) influence financial and quality outcomes such as avoidable readmissions.

From there, organizations can begin to innovate and utilize CRM platforms to manage and use data in actionable ways that drive growth and demand capture.



KNOW YOUR POSITION

Use claims analytics to assess market share and evaluate competitive positioning.



ACTIVATE PROGRAMS

Advance referring provider outreach, concierge programs, and strategic affiliations.



GROW YOUR NETWORK

Deploy demand generation campaigns to consumers and referring physicians.

Getting the Job Done With Salesforce

3 Ways Salesforce Is Alleviating Network Leakage

Organizations are making significant strides in consumerism and physician referrals with Salesforce solutions. These solutions hold the key to making data actionable.

Below are three key ways Salesforce and Salesforce Health Cloud are transforming physician referral management programs by leveraging data within the tool.

1. Intelligently target the right audience.

When organizations can marry market intelligence with the provider data in Salesforce, they can target and segment audiences in ways never before possible. Whether the goal is to prevent leakage by identifying where patients seek care after receiving care from your organization or promoting inbound referrals by service line or specialty, Salesforce is the platform where data finally becomes actionable.

2. Drive physician liaison strategies.

Without the data and market intelligence, organizations and physician liaisons often misperceive the percentage of the referrals the health system receives from a provider. Salesforce allows for a well-defined physician liaison program and empowers staff members to have deliberate and specific interactions with their audiences. Physician liaisons can better strategize and prioritize conversations aligned and coordinated with broader digital outreach and structure their approaches to address issues with specific physicians.

3. Measure performance and results.

Physician liaison teams have traditionally struggled to represent their value to the organization. By connecting actions and outreach efforts to results and inbound referrals, Salesforce helps change an organization's perception into a data-backed understanding of strategy and outcomes. In addition, over time, measuring what strategies and tactics produce significant results helps refine the program's approach.



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