



Is poor market visibility compromising your growth?

Understand your true growth potential

The average hospital dramatically underestimates the number of physicians representing volume growth opportunity and has minimal visibility into revenue loss on the outpatient side.

Much greater opportunity than believed¹

Outpatient segment potential

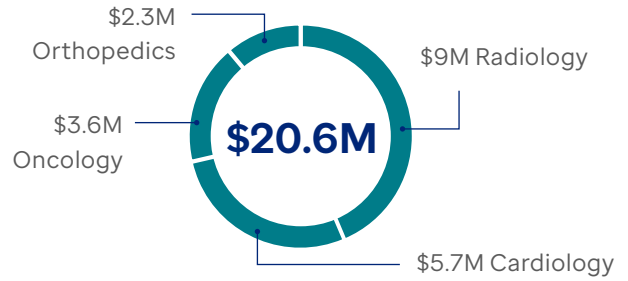


47% more physicians

Net revenue
\$59M

Average outpatient net revenue leakage²

Top four outpatient service lines



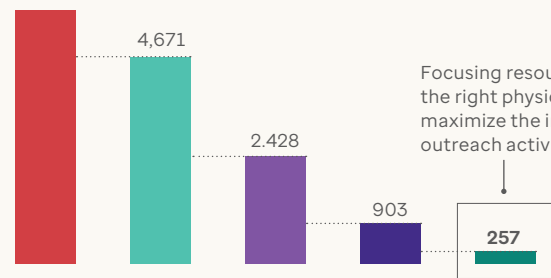
Maximize impact with targeted physician outreach

The key to capturing more volume with existing resources is prioritizing the physician relationships most likely to drive impact. Progressive organizations use comprehensive data sets and sophisticated analytics to find the primary care physicians (PCPs) and specialists who will be essential to achieving volume and quality objectives.

Sample prioritization analysis

- Focus on PCPs **not employed** by competitors
- Find PCPs losing over \$500K in **downstream** orthopedic procedural revenue
- Narrow to PCPs with an existing connection to **one or more** hospital-aligned specialists
- Prioritize PCPs connected to aligned specialists with **low complication and readmission rates**

5,767 total PCPs connected to hospital



Focusing resources on the right physicians will maximize the impact of outreach activity.

Apply data-driven insight to each physician interaction

A personalized approach to each physician interaction can build enduring relationships. Organizations with best-in-class physician alignment are mining referral data to uncover insights around physician behavior and connections, which enables them to craft highly tailored messaging and approach.

A tale of two PCPs: similar on the surface yet so very different

	PCP A	PCP B
Practice location	Within 10 miles	Within 10 miles
Value of downstream orthopedist loss/value of loss in other priority service lines	\$980K / \$1.3M	\$1.1M / \$1.5M
Percent of revenue referred to top three orthopedists	32%	89%
Total number of orthopedist connections	11	4
Loyalty vs. peers in practice	Similar	Low
Outreach	Organizes opportunities for all PCPs in practice to meet orthopedists, discusses referral process inefficiencies and potential ways to streamline process	Hospital executive meets with PCP B, surfaces negative past experiences, arranges tour of facilities and meetings with employed specialists

On the surface:

Both in nearby practices and represent about \$1 million in orthopedic volume opportunity with additional opportunity in other priority service lines

Looking deeper:

PCP A with many orthopedist connections, not particularly loyal to any one physician; PCP B highly loyal to a few orthopedists

Should explore practice-level referral barriers for PCP A; personalized outreach to PCP B an appropriate first step

Result: **\$2.1M**
New revenue from all PCPs in practice

\$800K
From PCP B across priority service lines

1. Among physicians directing 30% or more of their volume to an institution. Figures based on analysis of data of over 200 Optum Strategic Planning Analytics clients.
2. Figures based on analysis of data of over 200 Optum Strategic Planning Analytics clients.

Learn more about how **Optum® Market Advantage** can give you better visibility into your market:

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