Physician Relations Management
Data-Driven Approaches

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Wilson Ellis Company

Physician Relations Management
Data-Driven Approaches

Dignity Health Today

One of the largest health systems in the nation

20	380+	9,000	$16	56,000	39
State Network	Care Sites	Affiliated Physicians	Billion in Assets*	Employees	Acute Care Hospitals
530,000			193	109%	44%
Attributable Members (Including 270,000 capitated lives)			Days Cash*	Cash to Debt*	Debt to Cap*

Providing integrated, patient-centered care to more than two million people annually

Diversified service offerings and partnerships supporting population health

Growing national footprint with U.S. HealthWorks

Hospitals in Arizona, California, and Nevada

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Building a Best-In-Class Sales & Marketing Function

Sales & Marketing are a disciplines that drive bottom-line results.
They have not been areas we have historically utilized to their fullest.
That is changing.

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Aligning People & Structure

Discipline	Implementation
Brand & Digital Team	• Fully supported centralized brand management function consisting of experienced professional marketers
Service Area Team	• Designated marketing leaders directing service area marketing activities • Enterprise leadership and support of service area marketing functions
Sales Team	• 6 Sales Managers • 44 Sales Representatives • 500+ sales team

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Creating Identity

Discipline	Implementation
Brand	• 53% brand awareness – and growing – across all markets • The brand and Hello Humankindness now resonate and distinguish Dignity Health in the minds of consumers • The Brand is increasingly becoming the lens that is helping elevate the employee and patient experience
Service Area	• Integrated campaigns with unified messaging and brand identification • Data-driven, analytical guidance • Agency-of-record for entire system to develop and drive a unified message
Sales	• Service line managers, department leaders trained • Service line goals set, measured, tracked and reported

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Expanding the Relationship With the Customer

Category	Present
Non-Digital Advertising	• Realizing EOSS with production • Better-balanced media mix focused around what works, not what's easy
Digital - Advertising	• Tiered system-wide Search Engine Marketing (SEM) • Display advertising expertise (contextual, behavioral, transactional, re-targeted) • Shared learnings and roll-up reporting
Social Media	• Creating a system-wide approach to support brand and service areas • Collapsing presence for greater impact
Websites & Content	• Focus on using the web to drive growth • NextGen websites to connect user to Dignity Health physician or service • "Responsive" design • Content optimization (hosted, curated, contributed)
Direct Marketing	• Standard direct mail system and process • Launching targeted email capabilities

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Creating a Culture of Planning and Accountability

Category	Present
CRM	• Segmentation based on patient and market profiles • Mature models to support patient acquisition and retention • Ability to associate downstream revenue to marketing activities
Marketing Performance Reporting	• Standardizing measures across service areas • Implementing common “tagging” and tracking systems • Developing standardized dashboard reporting to aid analysis, data visualization, and “shareability” of results
Media Mix Modeling and Optimization	• Moves the organization down a path of better quantifying the impact of marketing on key business drivers • Will support a more calculated and scientific approach to how to plan, place, test and optimize marketing spend

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Creating a Culture of Planning and Accountability

Category	Present
Sales Management System	• Single Sales Management system to track and report on physician sales activities • Rigor around call planning and call tracking to ROI and Compensation
Centralized Physician Account Management	• Transitioning to centralized physician profiles • Developing a standard process for adding/updating externally-published physician information • Single source of data for auditing, updating and managing through automated systems from all sources
PRM	• More complete and current data • More user-friendly system • Better integration with Account Management system • True data mart and BI tool

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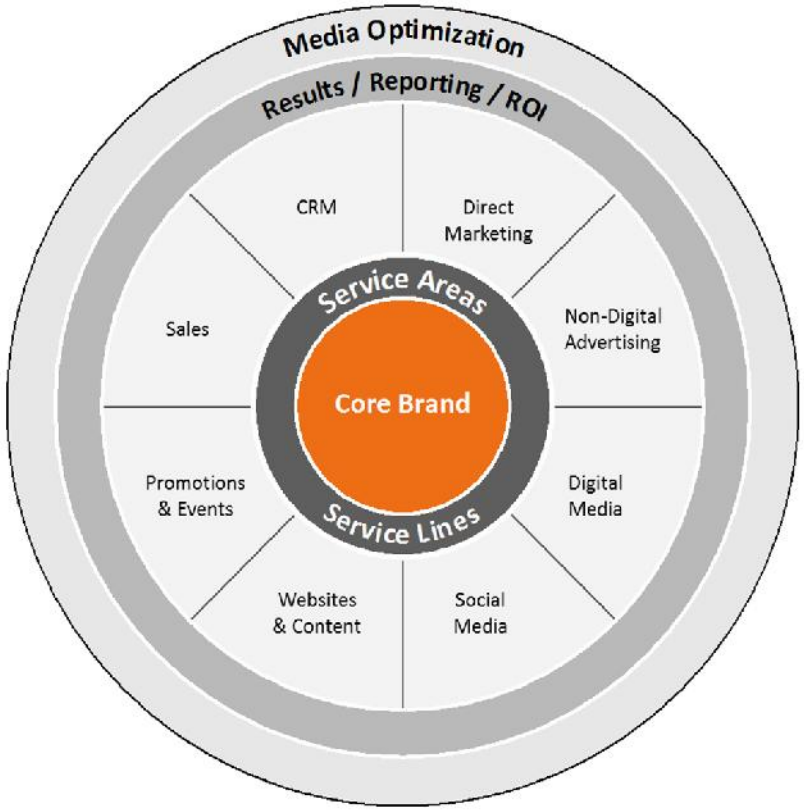
New Sales & Marketing Framework

1. Service area alignment
2. The right competencies & disciplines
3. Brand at the core of the activities
4. Results orientation
5. Continual optimization



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DATA RICH

INFORMATION POOR

STRATEGIC VALUE

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Data, Data, Data

What Needed	What Provided
Internal **Historic and Real Time**	• Horizon Performance Management cost accounting (HPM) and general ledger data • Decision Support & Finance
External **Historic and Real Time**	• Third party state data • Third party claims data, • Third party web based data
Market Intelligence	• Sales in Real Time • 6 Sales Managers – Executive Market Development Representative • 44 Sales Representatives – Market Development Representative • 500+ Internal sales team (Service Line Leaders, Department Managers, C Suite)

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Tools, Tools, Tools to Inform and Support Growth

PRM

- Day-to-day insight into MDRs activities and ability to inform leadership of issues and opportunities with our physicians and enhance consistent and timely communication.

Claims

- Insight into referring relationship between primary care physician and specialist/proceduralist.

Physician Referral

- MDRs responsible for supporting Referral fulfillment rates and ensuring physician profiles are optimized in the Find A Doctor tool.

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Measure, Track, Report

Discipline	Implementation
Measure	• Physician Market Share • Physician Referral Relationship • Physician Leakage
Track	• Sales Call Frequency • Strategic Quarterly Targets • Issues and Opportunities by service line, frequency, impact • Issues and Opportunities Closure and Resolution • Call impact to results • Bridge Plan Impact • CRM results and impact
Report	• Weekly Performance Reporting • Monthly Operating Results Report • Bridge Plan Reporting • Compensation plan for sales • ROI

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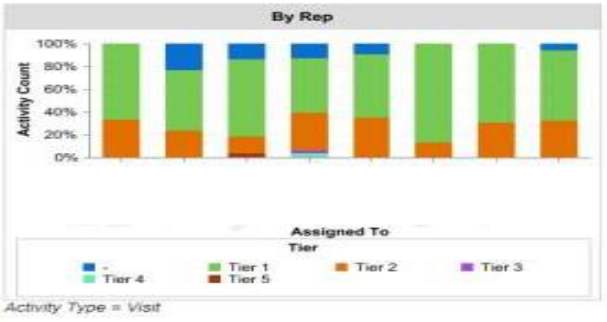

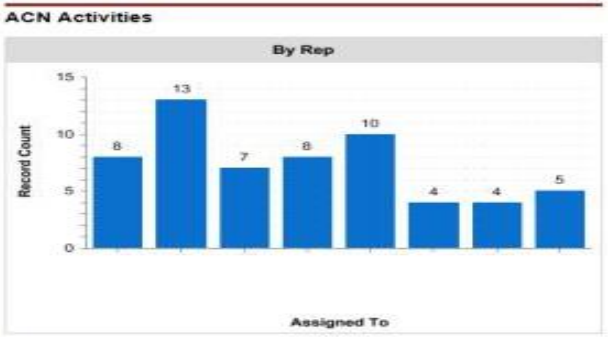

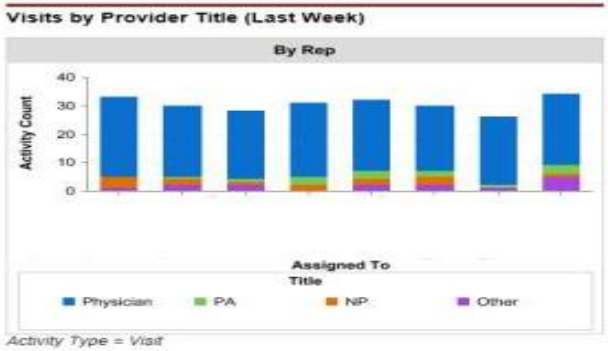

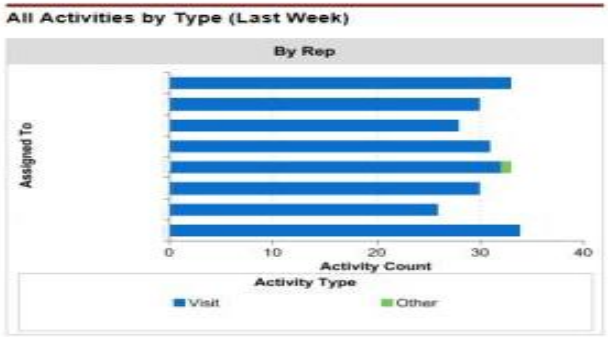

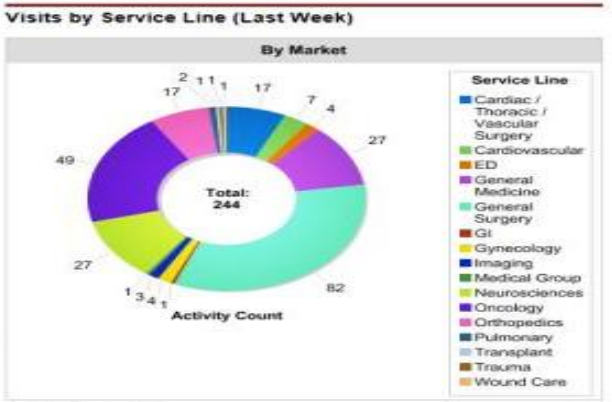

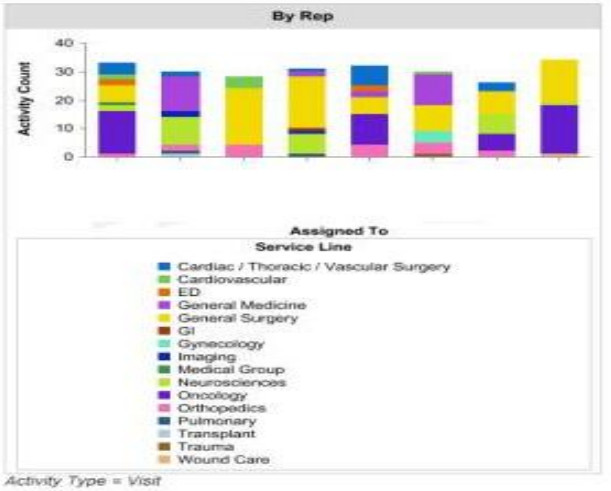

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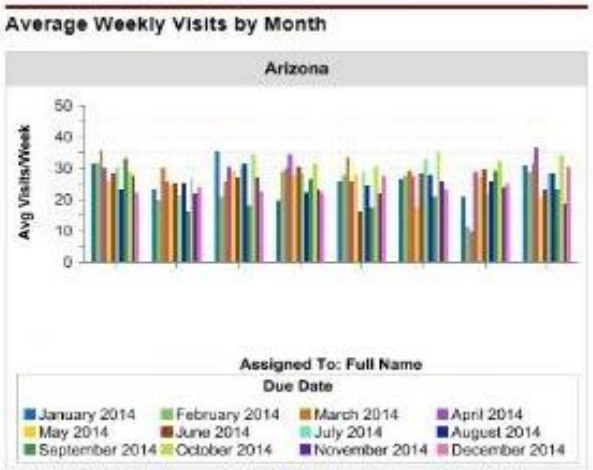

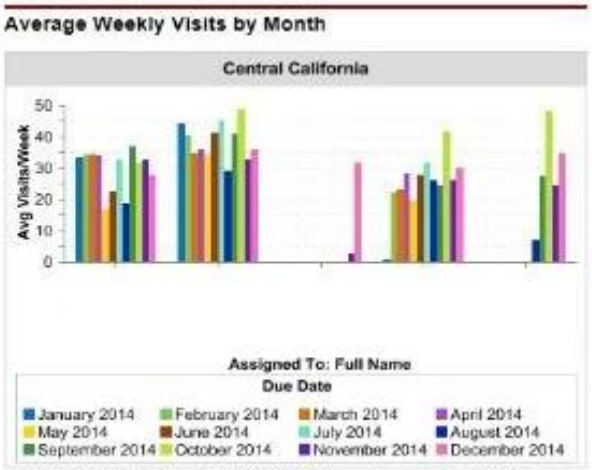

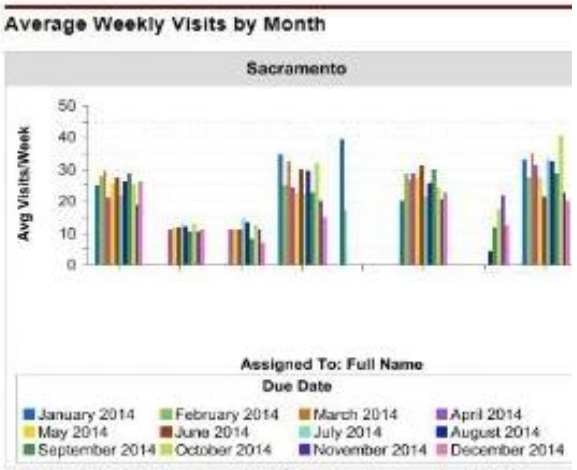

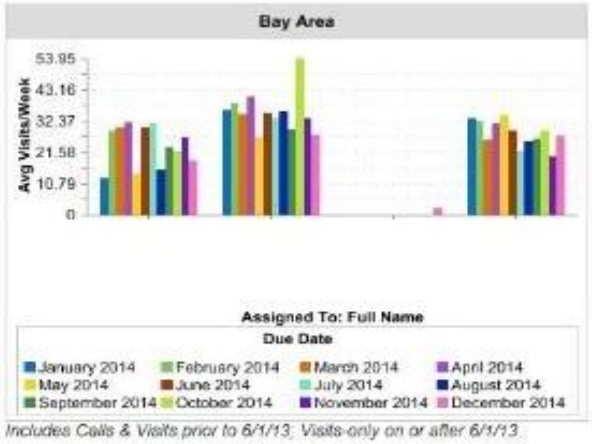

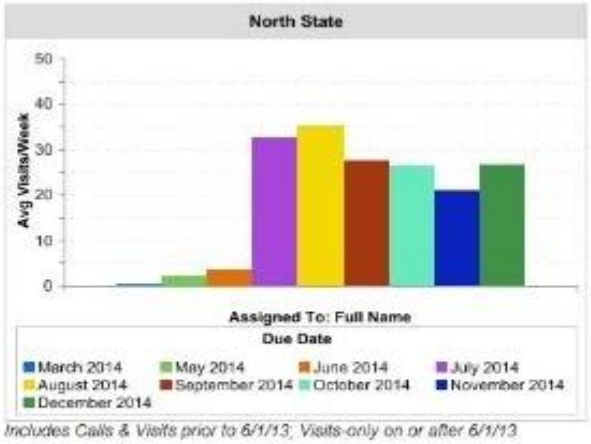

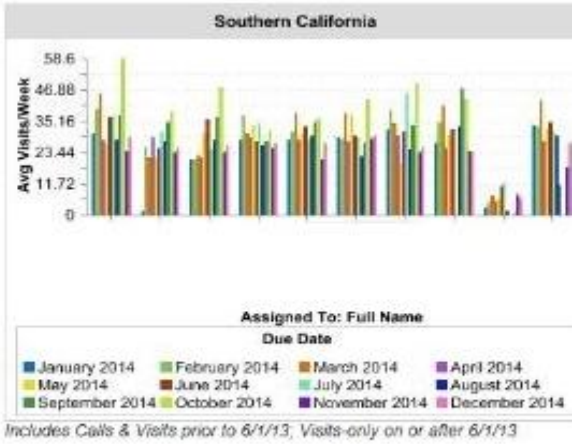

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Hospital Name
Cardiology Med

NPI #	Physician Name	Total Referrals	Targeted Rendering Physicians: Spec 1	Spec 2	Spec 3	Spec 4	Spec 5	Spec 6	Spec 7	Spec 8	Spec 9
Targeted MD Inpatient Referred Volume											
9991	Ref MD Name 1	950	514	-	-	249	187	-	-	-	-
9992	Ref MD Name 2	669	86	-	54	-	-	62	13	300	154
9993	Ref MD Name 3	659	54	-	59	-	-	48	46	208	244
9994	Ref MD Name 4	638	320	-	-	126	192	-	-	-	-
9995	Ref MD Name 5	622	252	-	-	212	158	-	-	-	-
9996	Ref MD Name 6	592	232	-	-	202	158	-	-	-	-
9997	Ref MD Name 7	408	176	-	-	124	108	-	-	-	-
9998	Ref MD Name 8	358	28	-	30	14	14	18	2	112	140
9999	Ref MD Name 9	346	88	-	-	136	122	-	-	-	-
10000	Ref MD Name 10	310	28	-	-	54	228	-	-	-	-
10001	Ref MD Name 11	290	18	-	12	2	6	8	-	108	136
10002	Ref MD Name 12	252	24	-	-	192	36	-	-	-	-
10003	Ref MD Name 13	216	16	-	4	40	8	52	-	76	20
10004	Ref MD Name 14	212	24	-	-	132	56	-	-	-	-
	Total	**6,522**	**1,860**	**-**	**159**	**1,483**	**1,273**	**188**	**61**	**804**	**694**

M Cardiology Med		HPM FY13			Inpatient Evariant				Outpatient Evariant				FY15 Projected Growth			
Svc. Line	Hospital Name	DH IP Admits	DH OP PT.	Weighted Volume	DH Admits	Non-DH Admits	Total	DH % of Total	DH Vol	Non-DH Vol	Total	DH % of Total	Inpatient		Outpatient	
Targeted Rendering MD Hospital Inpatient Volume																
999991	Spec 1	**167**	**67**	173.23	67	100	167	40.0%	34	50	84	40.0%	**1**	0.3%	**1**	1.5%
999991	Spec 2	**-**	**1**	0.09	-	-	-	0.0%	1	1	1	0.0%	**1**	0.0%	**1**	100.0%
999991	Spec 3	**313**	**110**	323.23	125	188	313	40.0%	55	83	138	40.0%	**1**	0.2%	**1**	0.9%
999991	Spec 4	**156**	**403**	193.48	62	94	156	40.0%	202	302	504	40.0%	**1**	0.3%	**2**	0.4%
999991	Spec 5	**151**	**368**	185.22	60	91	151	40.0%	184	276	460	40.0%	**1**	0.3%	**1**	0.3%
999991	Spec 6	**218**	**66**	224.14	87	131	218	40.0%	33	50	83	40.0%	**1**	0.2%	**1**	1.5%
999991	Spec 7	**52**	**118**	62.97	21	31	52	40.0%	59	89	148	40.0%	**1**	1.0%	**1**	0.8%
999991	Spec 8	**8**	**89**	16.28	3	5	8	40.0%	45	67	111	40.0%	**1**	6.3%	**1**	1.1%
999991	Spec 9	**27**	**58**	32.39	11	16	27	40.0%	29	44	73	40.0%	**1**	1.9%	**1**	1.7%
	Total targeted MDs	**1,092**	**1,280**	**1,211**	**-**	**-**	**-**	**0.0%**	**-**	**-**	**-**	**0.0%**	**5**	**0.4%**	**10**	**0.7%**

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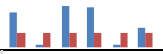
Dignity Health E
Sale Growth Volume Dashboard
For The Month of December 2014

YTD Growth Over Adj Act is Less than 1.9%
YTD Growth Over Adj Act is Between 2.0% to 5.9%
YTD Growth Over Adj Act is Over 6.0%

02/11/15
Target
Actual

	FY14 Adj. Act.		FY15 Actual		Proj. Growth		Growth Over Adjusted Actual			Year to date Actual	Actual
Market Name	Current Month	YTD	Current Month	YTD	Current Month	YTD	Current Month	Year to Date	Percent Growth	as a Percent of Target	Monthly Trend
Market 1	1,717	10,131	1,853	10,936	30	183	137	806	8.0%		
Market 2	1,341	8,097	1,302	8,081	20	120	(39)	(16)	-0.2%		
Market 3	1,776	11,214	1,761	11,123	13	78	(15)	(91)	-0.8%		
Market 4	760	4,895	852	5,137	58	351	91	241	4.9%		
Market 5	1,018	6,153	970	6,126	15	89	(49)	(27)	-0.4%		
Market 6	1,966	12,035	2,153	12,723	20	118	187	688	5.7%		
Market 7	2,118	13,023	2,178	13,734	53	315	61	712	5.5%		
Market 8	1,536	8,957	1,442	8,769	21	124	(94)	(188)	-2.1%		
Total	**12,232**	**74,505**	**12,511**	**76,629**	**230**	**1,378**	**279**	**2,124**	**2.9%**		

Note: Outpatient volume was reduced to 9.3% so that when added to inpatient volume the data would be comparable.)

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- Cardiac Case Study – Large Metro Market, 4 hospitals, 3 major competitors, second largest cardiac service in the state providing tertiary/quaternary services
- Faced with decline in CABG, required adjusted baseline
- Strategy to enhance CVS services to include latest capabilities for VAD, TAVR, EP

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- Uber Sales Representative hired with special training in Cardiology and CVS from Pharma Industry, knew all the physicians in the service area, great skills and reputation
- Uber Sales Representatives aligned with the services of CVS/Cardiology and Neuroscience/Telemedicine
- Goal to expand the geographic footprint for tertiary/quaternary services that may go out of the market and retain those plus to build outside referral relationships into the market

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- Uber sales reps cover larger geographic area including additional state beyond home state
- Results of Sales only:
  - Growth of Transcatheter Aortic Valve Replacement (TVAR) by 20 cases 6 from outreach effort
  - Growth of Ventricular Assist Device Surgery (VAD) by 15 cases 4 from outreach effort
- Results of Marketing
  - CRM targeted households through direct mail, TV, Radio, Social Media, Women's Annual Conference that garners 1200 attendance with focuse on Women's Heart Health though brand campaign for "Love Longer – Live Longer" message
  - Increased ROI for Cardiology/CVS
- Overall Growth of CVS by sales 130% of goal in Q2

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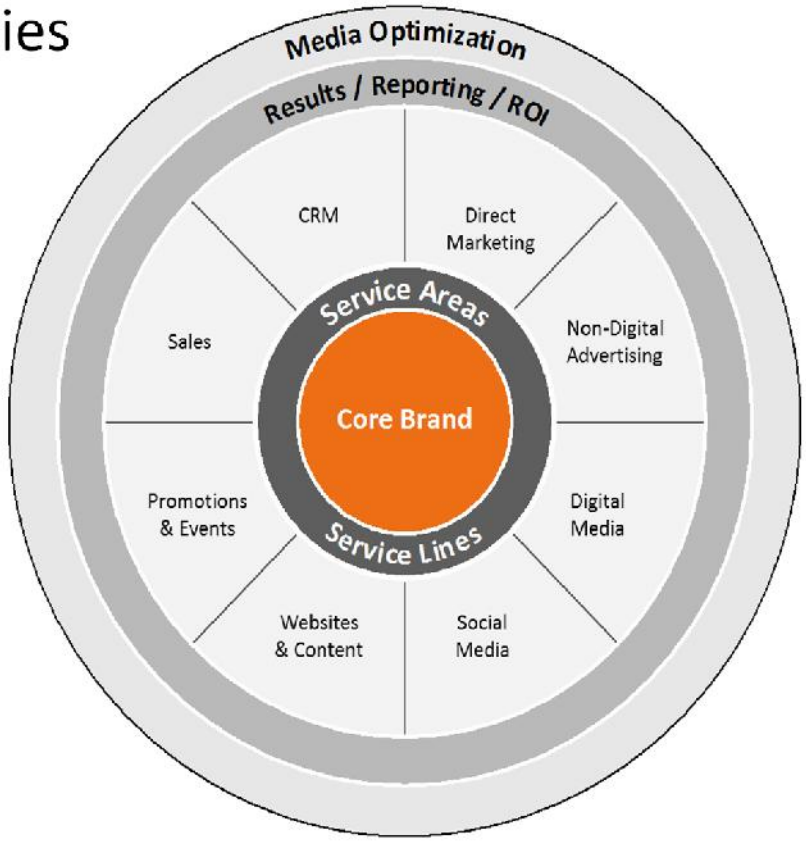
1. Service area alignment
2. The right competencies & disciplines
3. Brand at the core of the activities
4. Results orientation
5. Continual optimization



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Sales Impact

- 500+ people trained in the Dignity Health “selling way”
- 27,000 sales visits
- 1,100 strategic quarterly target meetings with MDs
- Weekly best practice sharing
- Monthly hospital leadership team meetings
- Weekly OR staff meetings
- Reached contribution margin target of $31M 2014
- Directed $8M in capital investments for OR physician requests
- Sales ROI results: Year 1 - 0.6, Year 2 - 4.6, Year 3 – 10.8

Thank You

Helping customers imagine possibilities, build structure and create high performing people. The Wilson Ellis Team