CASE STUDY

Hackensack Meridian Health modernizes approach to volume growth with next-gen referral analytics cloud software

Overview

Hackensack Meridian Health (HMH), a leading not-for-profit healthcare organization that is the largest, most comprehensive, and truly integrated healthcare network in New Jersey, is committed to leveraging the latest innovations to fulfill its strategic priorities. One of those priorities is to invest in growth by improving physician alignment and strengthening network integrity. In 2020, they deployed Clarify Referrals, on-demand cloud software that identifies opportunities to grow referrals-related volume and capture more market share. With a clear line of sight into referral patterns across all providers in the market, including PCPs, specialists, and post-acute settings, they have been able to precisely prioritize physicians for affiliation and engage in more productive, action-oriented conversations.

> *Clarify has given us the most granular insights across our entire market – we can see what physicians are doing, where they're going, who they're referring to, and how their patterns change by procedure.*

David Stephens
Vice President, Network Strategy and Business Development,
Hackensack Meridian Health

Highlights

Trend outpatient market share

HMH uses outpatient market share insights across HOPD and ASC settings to evaluate service lines and specialty care.

Prioritize physicians for affiliation

HMH deploys physician lists to its business development team with each physician ranked by their opportunity for alignment. The team accesses the lists on-demand.

Assess specialist referral patterns

HMH has become more advanced. They have started to understand specialist referral patterns where high-dollar acute cases are rendered.

Challenge

Limited visibility into granular details and Excel-based analytics

HMH had been relying on their internal data and a legacy analytics vendor to evaluate patient flow across their healthcare system. They had data on the referral patterns of primary care physicians (PCPs) and some visibility into whether specialists were referring in or out of network. However, they did not have the ability to drill into the data to extract granular insights to answer business questions like, "what types of procedures are leaving my network?', which made it hard to act on the information provided. Lastly, the process to draw insights was manual, requiring time-consuming manipulation of data in Excel.

Solution

On-demand insights on referral patterns

In order to increase market share across their New Jersey regions, HMH selected Clarify Referrals, an end-to-end referral analytics software. It precisely pinpoints opportunities to increase in-network referrals by evaluating referral patterns across the entire market. It delivers insights on-demand; it trends data over several years; and it provides full transparency into PCP and specialist referral patterns, leveraging the nation's largest collection of payer-complete patient journeys.

Referral pattern intelligence

Results

Prioritized physicians to grow referrals-related volume

The business development team uses the priority physician lists (shown on the right) to prioritize the alignment of physicians based on factors including volume, service mix, and total cost of care. The team uses the individual physician profiles and looks at referral patterns across service lines and at the DRG or CPT code levels to precisely pinpoint opportunities to capture out-of-network referrals.
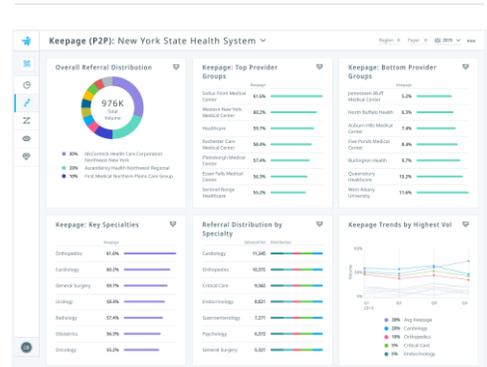
Made conversations with referring physicians more productive

With greater transparency and more granular insight into referral patterns, conversations with referring physicians have become more productive, action-oriented, and focused on addressable opportunities.

Saved time by eliminating manual work

With on-demand insights, the strategy team has significantly reduced their time spent on data customization and manual report generation. They create ad-hoc reports that query the underlying national data set within seconds.

Priority physician list

About Hackensack Meridian Health

Hackensack Meridian Health is a leading not-for-profit health care organization that is the largest, most comprehensive, and truly integrated health care network in New Jersey, offering a complete range of medical services, innovative research, and life-enhancing care. Hackensack Meridian Health comprises 17 hospitals from Bergen to Ocean counties, which includes three academic medical centers, nine community hospitals, a behavioral health hospital, and two rehabilitation hospitals. Hackensack Meridian Health has more than 36,000 team members and over 7,000 physicians and is a distinguished leader in health care philanthropy, committed to the health and well-being of the communities it serves.

About Clarify Health

Clarify Health is the leading cloud technology company delivering real-world insights to healthcare and life sciences organizations. Its patented AI insights platform powers highly automated business applications that enable its customers to drive growth, optimize networks, improve care delivery, manage population health, maximize value-based care performance, and commercialize pharmaceutical and biotechnology products. Its intuitive cloud software enables on-demand interrogation of over 300 million longitudinal patient journeys, so users can precisely pinpoint opportunities to improve health and outcomes.