

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.

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.

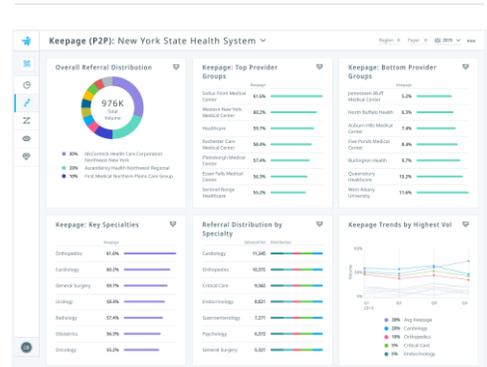
Made conversations with referring physicians more productive

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.

Referral pattern intelligence



Priority physician list

Name	Physician Affiliation	Keypage Refs	Primary Care Referrals	Referral Distribution	Referral Volume	Key Referral Volume	Total Referral Volume
Colleen Johnson	Atlantic Health	47%	North Shore Health System	100%	618	607	1225
Alexander Dean	St. Luke's Hospital	47%	Lane Health System	100%	258	242	500
Felix Chubb	Stamper Hospital	47%	NY Harbor Health System	100%	542	535	1077
Shawn G. Jager	Stamper Hospital	47%	NY Harbor Health System	100%	568	561	1129
Richard Murphy	Cooper Hospital	47%	System Professional	100%	494	487	981
Joseph Bono	St. Luke's Hospital	47%	Highland Health System	100%	715	704	1419
Tim Bently	Stamper Hospital	47%	Lane Health System	100%	588	582	1170
Richard Bernal	Stamper Hospital	47%	System Professional	100%	614	602	1216
William Lacy	Stamper Hospital	47%	MBB Health System	100%	618	601	1219
Henry Colburn	Cooper Hospital	47%	System Professional	100%	253	234	487
Thomas Gallo	Stamper Hospital	47%	Highland Health System	100%	269	264	533
William Aze	Stamper Hospital	47%	Highland Health System	100%	258	252	510
Mark Per	Cooper Hospital	47%	NY Harbor Health System	100%	565	551	1116
Tim Spangley	St. Luke's Hospital	47%	System Professional	100%	298	292	590
Wilson Jager	Cooper Hospital	47%	NY Harbor Health System	100%	589	582	1171
Edwards Adams	Stamper Hospital	47%	North Shore Health System	100%	715	708	1423
Thomas Torres	St. Luke's Hospital	47%	Highland Health System	100%	267	262	529
Phyllis Douglas	Cooper Hospital	47%	NY Harbor Health System	100%	279	274	553
David Benson	St. Luke's Hospital	47%	NY Harbor Health System	100%	276	271	547
William Stroup	Stamper Hospital	47%	Highland Health System	100%	549	543	1092
Wade Lina	Stamper Hospital	47%	System Professional	100%	284	280	564
William Adley	Stamper Hospital	47%	MBB Health System	100%	363	359	722
William Galtman	St. Luke's Hospital	47%	Lane Health System	100%	441	432	873
William Martin	St. Luke's Hospital	47%	Highland Health System	100%	441	432	873
James Davis	Stamper Hospital	47%	System Professional	100%	347	339	686
Robert Shea	Cooper Hospital	47%	System Professional	100%	448	434	882
Robert Jan	St. Luke's Hospital	47%	Highland Health System	100%	538	530	1068
Robert Jones	St. Luke's Hospital	47%	Highland Health System	100%	439	430	869

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.