Winning Referring Physicians and Patients

Six lessons for imaging programs seeking outpatient growth
1. Locked in a tight race

2. Winning referring physicians and patients

3. The destination of choice
Three forces impacting share of wallet

Steerage, physician choice, consumerism all impact patient loyalty

Forces impacting patient retention

Steerage

Physician choice

Patient consumerism

Focus earlier:

8:00 am: Retaining Market Share in an Age of Steerage

9:00 am: Choosing Your Steerage Response Strategy: An Interactive Workshop

Focus now:

10 am: Winning Physicians and Patients

Source: Imaging Performance Partnership interviews and analysis.
Restaurant industry feeling the pinch

Volumes dropping across the board

6 consecutive quarters of negative same-store sales for casual dining industry¹ across 2016, 2017

“From boomers to millennials, people aren’t eating out as much”
NBC News

People are sitting down less often to eat, and that may become a headache for restaurants”
Forbes

But success possible for those who meet new consumer needs

7.5% Projected growth of fast casual restaurant² sector in 2018

20% Projected rise in delivery sales³ in 2018

Source: Peltz, JF, “Americans still love eating out. So why are restaurants like Chili’s, BJ’s, and Cheesecake Factory struggling?,” LA Times, Sep. 18, 2017; Sherman E, “From boomers to millennials, people aren’t eating out as much,” NBC News, Oct. 16, 2018; Cheng A, “Millennials are ordering more food delivery, but are they killing the kitchen, too?,” Forbes, Jun. 26, 2018; Maze J, “Technomic: Fast casual will continue to lead industry growth,” Restaurant Business, Apr. 17, 2018; Imaging Performance Partnership interviews and analysis.

1) Restaurants that serve moderately priced food and provide table service.
2) Self-service restaurant that provides prepared to order meals, often considered an intermediate between fast food and casual dining.
3) Restaurant sales stemming from delivery, including through online orders and third party apps.
Carving up a smaller pie

Stagnating imaging volumes create urgency to compete

10% decrease in CT and MRI utilization rates per 1,000 population from 2016–2017

Outpatient imaging growth projections
Five-year growth projections out from 2018

- 65+: 18.1%
- 45-64: -3.7%
- <45: 4.9%

Source: Advisory Board Market Scenario Planner, OECD Health Statistics; Imaging performance partnership interviews and analysis.
Physicians, patients not “locked in” by employment

- **40%**
  - Average employed PCP referral leakage out of the health system

- **79%**
  - Of consumers seek care from at least two health systems over five-year period

- **51%**
  - Of survey respondents\(^1\) said they or someone in their family skipped or postponed needed care due to cost

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1) From Kaiser Family Foundation/LA Times survey.

Source: Advisory Board tools and data warehouse; Market Innovation Center Primary Care Consumer Choice Survey, PCP Consumer Loyalty Survey, and Surgical Care Consumer Choice Surveys; Market Innovation Center interviews and analysis; “New KFF/Los Angeles Times survey highlights the financial challenges facing people with employer health benefits,” Kaiser Family Foundation, May 2, 2019; Health Care Advisory Board analysis; Imaging Performance Partnership interviews and analysis.
Growth requires new focus on referrers, patients

<table>
<thead>
<tr>
<th>Understand and support referring providers</th>
<th>Strategically deploy direct-to-patient marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identify physicians for targeted marketing</td>
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<td>6. Utilize hyper-targeted marketing strategies to effectively reach key audiences</td>
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Source: Imaging Performance Partnership interviews and analysis.
1. Locked in a tight race

2. Winning referring physicians and patients

3. The destination of choice
Understand and support referring physicians

- Lesson #1: Identify physicians for targeted marketing
- Lesson #2: Differentiate on customization and ease of use
- Lesson #3: Integrate into referrer clinical workflow to capture underutilized services
Three steps to a stronger tie with referring physicians

1. Identify physicians for targeted marketing
   - Key questions
     • How do we identify referring physician offices that present opportunity to expand referral streams?
     • How do we prioritize limited marketing resources?
     • How do we prioritize resources for service recovery?

2. Differentiate on customization and ease of use
   - Key questions
     • How can we help providers identify screening-eligible patients and refer them to us?
     • How can we work with providers to strengthen patient compliance?
     • How do we make referring physicians aware of new services available at our system?

3. Integrate into referrer clinical workflow to capture underutilized services
   - Key questions
     • How can we help providers identify screening-eligible patients and refer them to us?
     • How can we work with providers to strengthen patient compliance?
     • How do we make referring physicians aware of new services available at our system?
Lesson #1: Identify physicians for targeted marketing

Target splitters to protect and grow referrals

Benefits of targeting splitters

- Splitters already value program and offer significant room for growth
- Splitters can become dissenters absent support

Source: Crimson Market Advantage meta-analysis; Imaging Performance Partnership interviews and analysis.
Giving physician liaisons access to leakage data

UCLA Health Radiology leverages EHR data to assist liaisons in physician outreach

- Physician orders directly entered or transcribed into EPIC
- Database collects information on order, physician office
- Data uploaded manually to Salesforce weekly

Physician data hosted in Salesforce
- Data organized by ordering physicians, ordering practices
- Liaisons gain vital information on physician practices, including ordering patterns
- System gains clear view of data, which can then be fed into other applications (e.g. Tableau)

Data allows liaisons to better serve imaging

- Better allocate resources, time to key physician groups
- Identify offices that may require service recovery
- Improve effectiveness of visits by leveraging data that highlights metrics important to physician groups

Source: UCLA Health Radiology, Los Angeles, CA; Imaging Performance Partnership interviews and analysis.
Key physician information, all in one place

Physician Salesforce page a one-stop shop for liaisons

Example of UCLA Health Radiology’s data-rich Salesforce view

<table>
<thead>
<tr>
<th>Smith and Smith Orthopedics</th>
<th>Office profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>► Office referral details</td>
<td>Address: 55 Sunny Ave.</td>
</tr>
<tr>
<td>▼ Physician referral details</td>
<td>10 Orthopedic specialists</td>
</tr>
<tr>
<td>▼ Smith, John</td>
<td>Recent interactions</td>
</tr>
<tr>
<td>12 months</td>
<td>Phone call: 04/07/19</td>
</tr>
<tr>
<td></td>
<td>Office visit: 03/20/19</td>
</tr>
<tr>
<td></td>
<td>Office visit: 01/19/19</td>
</tr>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>X-ray</td>
<td>480</td>
</tr>
<tr>
<td>MRI</td>
<td>175</td>
</tr>
<tr>
<td>CT</td>
<td>25</td>
</tr>
<tr>
<td>Last month</td>
<td>Total</td>
</tr>
<tr>
<td>X-ray</td>
<td>50</td>
</tr>
<tr>
<td>MRI</td>
<td>12</td>
</tr>
</tbody>
</table>

Houses 14 months of historical referral data, provides view of monthly trends

Future updates

- Ability to rank providers by volume to identify key physicians from landing page
- “Time since last visit” function to automatically track which physicians should be outreach priorities
- Providing view to clinical operational managers at referring physician offices

Source: UCLA Health Radiology, Los Angeles, CA; Imaging Performance Partnership interviews and analysis.
Connecting leakage and geography to set strategy

Tableau data visualization helps set strategy based on leakage rates

UCLA Health Radiology turns EPIC data into detailed leakage heat maps

Steps taken to generate heat maps

- Created homegrown process to feed Salesforce physician page data into Tableau
- Data allows for two different heat map views:
  - **Overall volumes** by provider and patient home location
  - **Leakage** by health-system provider (outgoing referrals created in EPIC)

![Heat Map Diagram]

**KEY**
- 0%–15% outside referrals
- 16%–30% outside referrals
- 31%+ outside referrals

**Additional details provided when selecting a region**
- Most commonly referred exams, by office and physician
- Leakage by each office, each physician in area, by modality
- UCLA sites most often referred to by office, physician
- Competitor facilities most often referred to by office, physician

Source: UCLA Health Radiology, CA; Imaging Performance Partnership interviews and analysis.
Following the leakage trail to growth opportunities

Data reveals lack of mammography capacity

Heat map showed 75% of patients from PCP⁹ office receiving mammograms outside of system

Heat map, layered with imaging facility map demonstrates lack of UCLA capacity in area

Conversations with physicians confirmed capacity was major issue

Moved underutilized machine into physician office, provided imaging staff

0% of patients received mammograms outside of system

Building new women’s center to capture downstream services

RESULTS

Heat maps identify key growth opportunities for UCLA Health Radiology

Over $30 million in revenue can be attributed to new sites, equipment identified through heat mapping

“The heat maps have allowed us to assess our current growth, identify opportunities to place new capacity or address physician concerns, and view the impact of these changes over time.”

Jay Won
Director of Access and Business Development
UCLA Health Radiology

Source: UCLA Health Radiology, Los Angeles, CA; Imaging Performance Partnership interviews and analysis.

¹ Primary care provider.
CASE EXAMPLE

UCLA Health

170-location health care system in Los Angeles, California

► Developed system to gather better data on affiliated referring providers and use that data for business decisions and to help physician liaisons

► Require ordering physicians to enter all orders through EHR, even those going outside of the system

► Pull this order data, along with physician office data, into Salesforce to provide access to liaisons
  – Data uploaded weekly, process takes roughly 15 minutes for one FTE\(^1\)

► Feed Salesforce data into Tableau to generate heat maps for business development usage
  – Data allows for multiple views:
    • Overall volumes by provider and patient home location
    • Leakage by provider

► System has helped UCLA Health Radiology recognized over $30 million in revenue from growth initiatives

Source: UCLA Health Radiology, Los Angeles, CA; Imaging Performance Partnership interviews and analysis.
Four ways to identify referral physician leakage

1) E.g. Crimson Market Advantage.
2) For physicians groups that read for an entire geographic area.

Utilize **EHR capabilities** to track when physicians order outside of system

Compare existing physician referral volumes to **Outpatient Imaging Referral Benchmarks**

Cost

Purchase or access **comprehensive claims data**

Leverage market-wide **professional claims data**

Source: Imaging Performance Partnership interviews and analysis.

1) E.g. Crimson Market Advantage.
2) For physicians groups that read for an entire geographic area.
Achieving growth through referring physician service

Saint Thomas forms JV with Premier Radiology

### Partners’ freestanding footprint at outset

<table>
<thead>
<tr>
<th>Saint Thomas</th>
<th>Premier</th>
<th>Other¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Footprint" /></td>
<td><img src="image2.png" alt="Footprint" /></td>
<td><img src="image3.png" alt="Footprint" /></td>
</tr>
</tbody>
</table>

**100,000 combined annual volumes**

### Joint venture footprint

**15 freestanding centers**

- Combined operations under purview of Premier
- All outpatient volumes, even those performed at hospital, included in JV

**40,000 combined annual volumes**

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“Price was not the driving factor behind our success, it was all about service. Excellent service is still the most important piece to successful growth.”

Mike Moreland, CEO, Premier Radiology

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1) Four additional IDTFs purchased as part of the formation of the joint venture.

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Source: Premier Radiology, Nashville, TN; Imaging Performance Partnership interviews and analysis.
Two secrets to Premier’s success

Tailor to physician preferences

• Dedicated physician liaisons identify physician priorities
• Scale allows individual practices to customize interaction with imaging

Provide faster service

• Scheduling shifted entirely to Premier Radiology
• Time to schedule drops from 22 minutes to 1.5 minutes

Source: Premier Radiology, Nashville, TN; Imaging Performance Partnership interviews and analysis.
### Four areas to provide customized service to referrers

**Premier Radiology’s “have it your way” approach to physician service**

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scheduling</strong></td>
<td>Allow providers to schedule exams via multiple methods</td>
</tr>
<tr>
<td></td>
<td>- Online</td>
</tr>
<tr>
<td></td>
<td>- EMR connection</td>
</tr>
<tr>
<td></td>
<td>- Phone call</td>
</tr>
<tr>
<td></td>
<td>- Faxed order forms</td>
</tr>
<tr>
<td><strong>Reports</strong></td>
<td>Multiple options for how physicians can receive reports, including messages via EMR or PACS downloads</td>
</tr>
<tr>
<td><strong>Protocols</strong></td>
<td>Custom protocols based on needs of specialists, e.g. different protocols for sports medicine orthopedists</td>
</tr>
<tr>
<td><strong>Order forms</strong></td>
<td>Provide customized order forms for physicians based on service line, e.g. pulmonologists do not see order forms for knee MRIs</td>
</tr>
</tbody>
</table>

Source: Premier Radiology, Nashville, TN; Imaging Performance Partnership interviews and analysis.
Differentiate through exclusive service to key offices

Premier Radiology hosts wellness events for patients, physician office staff

Components of a wellness event

- **Exclusive access** for patients, staff of office on a particular day
- Focused on **specific services**, such as mammography
- **Festive atmosphere** with prizes, t-shirt giveaways

Wellness events provide key benefits to referring providers

- Greater access for physician’s patients
- Increased screening rates for MIPS measures
- Additional value for office staff

Source: Premier Radiology, Nashville, TN; Imaging Performance Partnership interviews and analysis.
Premier Radiology

50-physician independent radiology group located in Nashville, Tennessee

- Formed joint venture with Saint Thomas Health in 2011 that combined two Saint Thomas IDTFs with three Premier freestanding sites and four outpatient sites purchased as part of the formation of the JV
  - All operations of outpatient centers run by Premier Radiology
  - Included all outpatient volumes, even Saint Thomas’s hospital outpatient volumes, in joint venture to encourage scheduling of imaging in freestanding space

- Grew to 15 freestanding centers in joint venture with a 400% increase in volumes

- Success stemmed from providing excellent service, improved access across sites
  - Reduced average scheduling time at Saint Thomas sites from 22 minutes to 1.5 minutes
  - Allow physician groups to customize their interactions with Premier Radiology based on their needs
  - Provide exclusive access to physician groups via wellness parties

Source: Premier Radiology, Nashville, TN; Imaging Performance Partnership interviews and analysis.
Leverage physician survey to better differentiate

The Radiology Clinic surveys all physicians in market

Referring physician satisfaction survey

1. How satisfied are you with the following:
   a) Ease of ordering studies
   b) Ease of scheduling studies
   c) Timeliness of reports
2. How accessible is our staff by phone when you have a question?
3. Why do you refer patients to The Radiology Clinic? Please rank the choices
4. Would you recommend The Radiology Clinic’s services to other physicians?

Develop five unique differentiators

- Knowledgeable and adaptable staff
- Patient satisfaction
- Convenience
- Speed of reporting
- Open MRI

Source: The Radiology Clinic, Tuscaloosa, AL; Imaging Performance Partnership interviews and analysis.
The Radiology Clinic

21-physician independent group located in Tuscaloosa, Alabama

- Simplified Medical Management LLC operates as an MSO\(^1\) that manages The Radiology Clinic
- Hoped to better understand physician preferences as they revamped physician marketing
- Included question about what factors mattered most to physicians when referring for imaging on a physician satisfaction survey
- Sent to physicians via email, physician liaisons went through questions with physicians during office visits
- Developed “five uniqueness,” five factors that differentiated The Radiology Clinic based on survey results

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1) Management services organizations.
Access, scheduling key to growth

Jamie Health¹ prioritizes the customer experience with “Easy to do Business With” strategy

Invested in people, process, technology to create world class service experience

| Centralized scheduling for all outpatient imaging sites | Leveraged information technology capabilities to improve scheduler efficiency in managing orders | Increased scheduler pay 10%, built collaborative culture, and competency support program |

Improving scheduling, growing volumes

- 80% of calls answered in under 30 seconds
- 90% of orders scheduled within 24 hours
- 10% Volume increase in each of the first three years of strategy
- 50% Of advanced imaging volume increase tied to capturing former leakage

¹ Pseudonym.

Source: Imaging Performance Partnership interviews and analysis.
Jamie Health\(^1\)

Large health system located in the Southwest

- Proactively partnered with referring providers to develop new access model that would make using services easier.
- Invested in “Easy to do Business With” Strategy, which involved making services easier to access and trust for referring providers, reducing leakage, and improving economic performance
  - Centralized scheduling for all of outpatient imaging to ensure an exceptional customer experience
  - Leveraged information technology capabilities to improve scheduler efficiency in managing electronic orders
  - Increased scheduler pay 10%, built collaborative culture, and competency support program
- Call center metrics improved dramatically, along with a 10% overall volume increase

Source: Imaging Performance Partnership interviews and analysis.

\(^1\) Pseudonym.
Looking to gain a piece of the new referral pie

Screening, incidental findings, IR\(^1\) all underutilized

<table>
<thead>
<tr>
<th>Screening</th>
<th>Incidental finding follow-up</th>
<th>Interventional radiology</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;2%</td>
<td>46%</td>
<td>68 to 1</td>
</tr>
<tr>
<td>of eligible smokers were screened for lung cancer in 2016</td>
<td>of patients with recommended imaging follow-up over a 13-month period received follow-up(^2)</td>
<td>Ratio of hysterectomies to UFE(^3) procedures from a nationwide inpatient sample</td>
</tr>
</tbody>
</table>


1) Interventional radiology.
2) According to a study at the University of Rochester.
3) Uterine fibroid embolization.
Three ways to increase referrals

Options for working with providers to drive volumes for underutilized services

- Ensure referring providers know about service
  - Important for IR services
- Help physicians understand what services a patient needs
  - Important for IR, screening, and follow-up services
- Take ownership of ensuring that patients receive exams
  - Important for screening, follow-up services

Source: Imaging Performance Partnership interviews and analysis.
Physician education should be targeted

Three keys to any physician education initiative

1. Select specific services to focus on which tie to larger growth initiatives
2. Target specific physicians most likely to refer for these services
3. Bring deep clinical expertise to the effort by investing in liaison education and including physician champions

Source: Imaging Performance Partnership interviews and analysis.
Select high-potential referrers for IR education effort

Some physician cohorts more likely to refer to IR than others

1. **Non-procedure based specialists**
   Providers referring patients for treatment, e.g.:
   - Medical oncology
   - Primary care
   - Pediatrics
   - Palliative care

2. **Proceduralists with sufficient volumes**
   Providers caring for significant number of patients, not threatened by offloading cases to IR
   - Unique to each market

3. **Provide alternative, but not identical, services**
   Providers treating patients who may be better served by IR alternatives, e.g.:
   - OBGYNs (fibroid)
   - Pain management (diagnostics)

**Additional considerations when identifying physicians for education**

- **Historic referral data**
  Leverage liaison knowledge, referral data to understand current referrals for IR, competing services

- **Physician location**
  Analyze markets to pinpoint possible reach for campaigns

- **Availability of IR**
  Examine prevalence of IR service within each market to determine availability of services

Source: Imaging Performance Partnership interviews and analysis.
Come prepared to answer physician questions

Keys to Successful Marketing Conversations

► Explain what patient populations IR can serve
► Describe how IR compares to alternatives
► Focus conversation on patient choice for care, treatment options
► Provide clear directions, guidance for how to reach IR
► Bring materials about relevant IR services offered in their local market
► Address how IR will follow up with referring provider about patient care
► Present IR as a partner in high quality care delivery
► Educate physicians about newest technology and services

Source: Imaging Performance Partnership interviews and analysis.
Reach physicians outside of the office

UCSF reaches physicians through digital advertising campaigns

UCSF shifts investment towards digital marketing strategy, including email campaigns, SEO, social media ads

Survey results identified LinkedIn as most commonly used social media site by UCSF physicians

Results

2x
Increase in lung screening orders after email campaign, LinkedIn ads

44,983
Total impressions across three LinkedIn ads

Source: UCSF, San Francisco, CA; Imaging Performance Partnership interviews and analysis.
UCSF Medical Center

900-bed academic medical center located in San Francisco, California

- Radiology’s marketing director launched physician marketing campaign utilizing multiple digital mediums
- Surveyed physicians to understand where they received information
  - Identified email, internet search, and social media as key opportunities for digital marketing
- Survey physicians on social media habits, identified that LinkedIn was the most commonly used platform
  - Launched a LinkedIn and email marketing campaign focused on educating physicians on lung screening
  - Doubled the number of orders after launch of campaign
  - LinkedIn ads received a total of 44,983 impressions
Educate providers to ensure correct, timely follow-up

Tyrion Medical Center\(^1\) provides physicians with care process map

**Key features**

- Shows entire care pathway from initial screening to surgery, chemotherapy, and support care
- Guides physicians through ordering process with specific guidance as to why patients would move to a certain step (Bi-rads, age, biopsy result, etc.)
- Provides guidance as to the timing in which steps should occur to ensure process moves efficiently (e.g. surgical consult should occur less than seven days after a positive biopsy)

**Overall benefits of care guide**

- Ensures patient receives most appropriate care
- Speeds up ordering process for physicians
- Eliminates unnecessary care steps

2 weeks to 7 days

Reduction in diagnostic-to-biopsy time after education, as physicians stop ordering surgical consult before biopsy

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1) Pseudonym.

Source: Imaging Performance Partnership interviews and analysis.
Tyrion Medical Center

Medium-sized academic medical center located in the Northeast

- Realized breast screening patients were not receiving most appropriate care in follow-up leading to unnecessary care and delayed treatment
  - Diagnostic-to-biopsy time was often over two weeks
- Developed flowchart to guide physicians through the follow-up process
  - Flowchart helps referrers understand the results of the screening and what these results mean in terms of future care
- Provided new flowchart to physicians over email and via in-person meetings
  - Reduced diagnostic-to-biopsy time to less than seven days, as physicians avoid ordering a surgical consult before biopsy

1) Pseudonym.

Source: Imaging Performance Partnership interviews and analysis.
Drive screening growth by identifying eligible patients

New Hanover Regional Medical Center creates physician alert for AAA\(^1\) screening

**Creation of EHR alert**
- Vascular surgeons led efforts to identify protocols to use to build alert
- Alert considers problem list, past medical history, smoking history of patient
- Actionable alert allows physicians to immediately order AAA screening
- Only ambulatory physicians receive alert

**Marketing plan to drive awareness**
- Developed communication plan including mission statement, main messages, background information, Q&As, fact sheets
- Created marketing materials targeted at both patients and physicians
- Included information about the Society for Vascular Surgeons criteria to educate physicians about screening beyond USPSTF\(^2\) guidelines

1,026
AAA screenings performed February-June 2016\(^1\) compared to just 17 at main campus in 2015

41
Positive findings of aneurysms equal or greater than 3 cm

3
Operable aneurysms referred to non-invasive, life-saving procedure

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1) Abdominal aortic aneurysm.
2) US Preventive Services Task Force.
3) Includes screenings performed 2 affiliated NHRMC hospitals and in New Hanover Medical Group offices.

Source: New Hanover Regional Medical Center, Wilmington, NC, Imaging Performance Partnership interviews and analysis.
Marketing program important to program success

Multiple methods to drive program volumes

Social media

Patient education

Physician education

Source: New Hanover Regional Medical Center, Wilmington, NC, Imaging Performance Partnership interviews and analysis
New Hanover Regional Medical Center

Two-hospital system based in Wilmington, North Carolina

- Offers imaging screening services in seven locations across market
- Decided to focus on increasing AAA screenings organization-wide, including collaboration with the affiliated, employed medical group
  - In 2015, only 17 AAA ultrasounds were conducted at the main hospital campus
- Leveraged strong relationship with physicians, vascular surgeons to get support for initiative
- Created health maintenance process in Epic which identifies qualifying patients and prompts physicians to discuss and schedule screening
- Created a multi-pronged marketing campaign including social media, patient materials, and physician outreach
- Set aside funds through foundation to cover costs for screenings not covered by insurance

Source: New Hanover Regional Medical Center, Wilmington, NC, Imaging Performance Partnership interviews and analysis
Ensure patients are scheduled for follow-up exams

Carle Foundation’s new workflow for patients who require follow-up exams

Radiologist say “follow-up recommended” during dictation → Patient automatically removed from queue once exam is received

- Patient placed into Powerscribe work queue
- Navigator alerted to overdue patients in worklist

Steps navigator takes for overdue exams

1. Confirms system correctly removed exams that have been received
2. Looks at physician notes for referral outside of Carle, insurance denial, or patient refusal
3. Sends personalized message to provider highlighting findings and necessary follow-up exam
4. Contacts nurse navigators at other provider facilities to see if patient was referred, went elsewhere

400 exams per month worked by navigator
30% of cases where navigator sends letter to provider result in imaging at Carle Foundation

1) Send letter directly to patients who do not have a PCP or specialist related to needed imaging.

Source: Carle Foundation, Urbana, IL; Imaging Performance Partnership interviews and analysis.
Carle Foundation

413-bed regional hospital located in Urbana, Illinois

- Developed system to better track, ensure care for imaging exams that require follow-up
- Utilize worklist product from PowerScribe by Nuance to track findings
  - Radiologists required to dictate “follow-up recommended” for exam to be placed in worklist
  - Recommended exams automatically removed from worklist when received by patient
- Navigator actively works any recommendations which become “overdue” on the worklist
  - Checks to ensure exam was not received and missed by system
  - Sends personalized message to provider highlighting finding and recommended follow-up exam
  - Reaches out to nurse navigators at other institutions to identify if patients received care outside of system
- Navigator currently works 400 overdue exams each month

Source: Carle Foundation, Urbana, IL; Imaging Performance Partnership interviews and analysis.
Enable direct scheduling to ensure follow up occurs

Tywin Hospital’s incidental finding alert enables referrer to delegate responsibility to imaging

Report

Would you like imaging to schedule this exam?

Yes
No

- Physicians required to sign in to EHR and acknowledge findings
- Can click box to allow system imaging department to schedule the exam for them

Impact

Overall revenue opportunity from ensuring 100% follow-up for incidental findings estimated at $600,000 annually

Source: Imaging Performance Partnership interviews and analysis.
Tywin Hospital\(^1\)

Large academic medical center located in the Northwest

- Utilize Fluency software from MModal to alert physicians of findings, necessary follow-up care
  - System requires physicians to log in and acknowledge the finding
- Adding in option to notification that will allow physicians to request Tywin Hospital to own the scheduling of any necessary follow-up exams for the finding
- Conducted an analysis of the potential additional revenue from capturing follow-up imaging
  - Found an overall revenue opportunity of $600,000 annually

Source: Imaging Performance Partnership interviews and analysis.
Bring lessons from high performers back home

Understand and support referring providers

Lessons to take home

1. Imaging programs can realize significant volume and market share growth by leveraging robust leakage analytics to target outreach and support for referring providers, as well as capacity expansion.

2. Faster scheduling and customization of access, protocol, and reporting options for referring physicians—based on a deep understanding of referrer preferences—can transform referral patterns in a market.

3. To secure referrals for screening, IR, and incidental finding follow-up, progressive imaging programs are creating deeply targeted physician education and providing hands-on support at all stages of the referrer's clinical workflow.

Source: Imaging Performance Partnership interviews and analysis.
Strategically deploy direct-to-patient marketing

• Lesson #4: Market price transparency always, affordability when possible
• Lesson #5: Identify and speak to key patient preferences
• Lesson #6: Utilize hyper-targeted marketing strategies to effectively reach key audiences
Are your patients shopping?

“We are seeing more and more patients shopping for care; our referrers have noticed it too. They are calling to ask for price estimates and then never scheduling.”

Imaging director
Health system in Southeast

“In our market, patients are still loyal to the hospital and referring provider recommendation. I hear nationally about patient consumerism but I never see it here.”

Imaging director
Health system in Midwest
Can you tell who is doing the shopping?

Consumer choices may be hiding behind physician referral decisions

Average percentage of referrals going out of network

The average hospital member is losing nearly one third of referrals to out-of-network providers.

29%

Top five documented reasons for sending referrals out of network

1. Patient preference: 23.0%
2. Provider directed: 22.7%
3. No specialist in network: 15.4%
4. Availability: 12.5%
5. Continuity of care: 11.7%


1) Average hospital member participating in Crimson Medical Records.
Design a comprehensive marketing strategy

Price and value both important to patients

Lesson #4: Market price transparency always, affordability when possible

Lesson #5: Identify and speak to key patient preferences

Lesson #6: Utilize hyper-targeted marketing strategies to effectively reach key audiences

Source: Imaging Performance Partnership interviews and analysis.
Lesson #4: Market price transparency always, affordability when possible

Transforming the market with a new price message

Northwest Radiology did away with complexity of healthcare charges

Example: Setting a flat rate for spine MRI

Original chargemaster price

New flat rate

Range of contracted rates

Range of patient obligations

Single Flat Rate

$600

- “Ceiling” price quoted to all patients
- Used as new chargemaster rate
- Used as new self-pay rate
- Equals patient obligation\(^1\) for HDHPs\(^2\)
- Basis for calculating all OOP\(^2\) costs

1) Unless patient has met deductible or deductible falls below flat rate.
2) High-deductible health plan.
3) Out of pocket.

Source: Northwest Radiology, Indianapolis, IN; Imaging Performance Partnership interviews and analysis.
A price estimate you can market

Northwest Radiology’s evolution toward greater price transparency

Communicated flat rate with patients calling for price estimates

Shared with referring physicians, self-funded employers

Advertised widely on website, through social media, news outlets

RESULTS

2x Growth in patient-directed volumes

48% Overall volume growth over first two years of marketing

Source: Northwest Radiology, Indianapolis, IN; Imaging Performance Partnership interviews and analysis.
Price transparency key to success

“At the end of the day, the patient is still paying the same as they were before we introduced flat rate pricing. This is really about price transparency.”

Karen Elliot, Marketing Manager
Northwest Radiology

Northwest Radiology’s website today

<table>
<thead>
<tr>
<th>Service</th>
<th>Average Competitor</th>
<th>NWR Flat Rate</th>
<th>Average Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>General X-Ray</td>
<td>$550</td>
<td>$75</td>
<td>86%</td>
</tr>
<tr>
<td>CT without contrast</td>
<td>$1,200</td>
<td>$500</td>
<td>58%</td>
</tr>
<tr>
<td>CT with contrast</td>
<td>$1,350</td>
<td>$600</td>
<td>56%</td>
</tr>
<tr>
<td>CT with &amp; without contrast</td>
<td>$1,500</td>
<td>$700</td>
<td>53%</td>
</tr>
</tbody>
</table>

Publicly available chargemaster rates of competitors

Source: Northwest Radiology, Indianapolis, IN; Imaging Performance Partnership interviews and analysis.
Lower price not always a winning strategy

Price competition may not be sustainable

- Volume growth may not be adequate to compensate for lower price
- Potential to start a race to the bottom with other competitors

Reasons patients may not be price sensitive

- Deductible met
- Feel quality is worth higher price
- Trust physician referral
- Cannot afford any imaging, regardless of price
- Expect to meet deductible with future care
- No awareness of prices, how to shop

Source: Imaging Performance Partnership interviews and analysis.
How low should you go?

Determining when—and when not—to compete on price

Olenna Health System’s\(^1\) process to right-size price across system

<table>
<thead>
<tr>
<th>Identified volume loss to competitors</th>
<th>Evaluated current price structure</th>
<th>Strategically adjusted HOPD, freestanding prices</th>
<th>Marketed price changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data revealed leakage to competitors; physician conversations confirmed price as cause of leakage</td>
<td>Worked with payer contracting management to evaluate inpatient and outpatient rates across system</td>
<td>Cut HOPD rates by: <strong>10%</strong> Standardized, lowered HOPD prices to match freestanding competitor</td>
<td>Referring physician and patient awareness of new market competitive prices resulted in increased economic performance</td>
</tr>
<tr>
<td>Raised freestanding rates by: <strong>6%</strong> Standardized, raised freestanding prices to partially offset revenue loss</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Process results in: 400 Fewer advanced imaging exams leaked exams in first year 7% Increase in outpatient gross margin

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1) Pseudonym.

Source: Imaging Performance Partnership interviews and analysis.
Competing on price not an all-or-nothing proposition

Columbus Regional finds niche area to compete on price

**Chose to compete on loss-leading service**

- Identified lung screening as a loss-leader with significant volume potential in their market
- Recognized that downstream revenue from lung screening could be significantly higher than losses from offering service at low rate

**Tested multiple prices to identify level of price sensitivity**

**Downstream analysis**

**$480,000**

Revenue generated from downstream lung screening services over first six months of reduced pricing

**Volume increase**

**394%**

Increase in volumes in first year of reduced pricing

Source: Columbus Regional Health, Columbus, IN; Imaging Performance Partnership interviews and analysis.
Tactics for successfully marketing price

Make it simple, easy to understand

- Northwest Radiology creates patients-facing video which explains flat rate, highlights exact prices

Highlight across website, social media

- Northwest Radiology shows pricing changes, video on website landing page
- Columbus Regional leverages Facebook to reach key demographics for low priced lung screening

Target referring providers

- Olenna Health System\(^1\) highlights price reduction with all affiliated providers to reduce leakage
- Columbus Regional provides $10 coupons for lung screening to out-of-region referring physicians

Source: Northwest Radiology, Indianapolis, IN; Columbus Regional Health, Columbus, IN; Imaging Performance Partnership interviews and analysis.

1) Pseudonym.
Northwest Radiology

55-physician independent radiology group in Indianapolis, Indiana

- Developed flat rate pricing structure in response to price sensitivity in market and continued patient calls asking for price estimates
- Created price ceiling by adjusting chargemaster rates down to the 90th percentile of all contracted rates
- Communicated change to providers
- Began advertising flat rate pricing on website and marketing to patients on price transparency
- Saw the number of patients who self-directed to Northwest double in two years of marketing
- Overall, volumes grew by 48% after two years of marketing new flat rate

Source: Northwest Radiology, Indianapolis, IN; Imaging Performance Partnership interviews and analysis.
Olenna Health System

Large health system located in the Southeast

- Physician-ordering patterns revealed that Olenna Health System was losing volumes to a freestanding competitor in market
  - Physician conversations confirmed that price was a leading factor in leakage
- Evaluated pricing structure across system
  - Lowered HOPD prices on average by 10% across system to align with freestanding competitor rates
  - Raised freestanding prices on average by 6% across system to offset revenue loss from HOPD price reductions
- Communicated competitive prices to referring physicians to ensure that price-sensitive patients were aware that they were same price as competitors

1) Pseudonym.

Source: Imaging Performance Partnership interviews and analysis.
Columbus Regional Health

225-bed community hospital located in Columbus, Indiana

- Columbus Regional Health recognized that lung cancer was a serious concern in their market
  - National Lung Screening Trial found that incidents of lung cancer in southeastern Indiana were 2x that of the national average
- Launched initiative in 2017 to increase lung screening rates through competitive pricing, marketing
- Dropped prices for lung screening to $10 and saw an immediate uptick in calls, scheduled exams
  - Price raise to $49 led to a drop in calls,
  - Reduced price back down to $25, volumes stabilized
- Increased lung screening exams from 106 in 2016 to 529 in 2017
- Calculated $480,000 in downstream revenue from lung screenings over the first six months of reduced pricing

Source: Columbus Regional Health, Columbus, IN; Imaging Performance Partnership interviews and analysis.
Imaging consumer preferences run the gamut

Top ten factors influencing consumer choice of outpatient imaging facility

**Cost**
- The imaging facility’s quality scores are far above industry average
  - 2.81
- The imaging facility’s patient satisfaction scores are far above industry average
  - 2.76

**Access**
- The imaging provider provides a comprehensive and clear understanding of MRI procedure, medical condition, diagnosis
  - 2.89
- The facility was recommended by my doctor
  - 2.93

**Quality**
- The imaging facility has the most advanced level of technology for MRI
  - 3.15
- The provider is in-network for my insurer
  - 3.19
- A radiologist who is specialized in reading this type of MRI will interpret my scan
  - 3.05

**Recommendation**
- Once I arrive at the facility, I will have to wait <5 minutes before I receive my exam
  - 3.00
- I will receive same-day results
  - 3.15
- My out-of-pocket costs for the imaging exam will be less than $30
  - 3.39

Speaking to patients’ non-financial concerns

Lesson #5: Identify and speak to key patient preferences

Source: Imaging Performance Partnership interviews and analysis.
Survey patients to identify what matters most to them

The Radiology Clinic’s patient preference survey

1. What matters most to you when choosing where to go for your medical imaging services?
   
   n=639

<table>
<thead>
<tr>
<th>Preference</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>3%</td>
</tr>
<tr>
<td>Price</td>
<td>1%</td>
</tr>
<tr>
<td>Doctor’s recommendation</td>
<td>20%</td>
</tr>
<tr>
<td>Appointment time</td>
<td>5%</td>
</tr>
<tr>
<td>Convenience</td>
<td>25%</td>
</tr>
<tr>
<td>Timely results</td>
<td>19%</td>
</tr>
<tr>
<td>Facility’s staff</td>
<td>28%</td>
</tr>
</tbody>
</table>

Identified five key “uniques”

SURVEY IN BRIEF

- Five-question patient survey covering patient satisfaction, preferences, and likelihood to recommend
- Sent to every patient who came in for a month via automated text
- Distributed at health fair to capture preferences from other patients in market
- Results used to create patient-facing marketing materials which highlight identified preferences

Source: The Radiology Clinic, Tuscaloosa, AL; Imaging Performance Partnership interviews and analysis.
Leveraging patient preference in marketing materials

Radiology Clinic creates advertisements based on patient survey results

- Encourages patients to request a referral with their physician
- Highlights a few “uniques” in bold

Source: The Radiology Clinic, Tuscaloosa, AL; Imaging Performance Partnership interviews and analysis.
The Radiology Clinic

21-physician independent group located in Tuscaloosa, Alabama

- Simplified Medical Management LLC operates as an MSO that manages the Radiology Clinic
- Decided to pursue a more aggressive direct-to-patient marketing strategy
- Began new strategy by gathering data on patient preferences in their market through a survey
  - Survey was sent to all patients who came to The Radiology Clinic for imaging
  - Staff also collected survey responses at local health fairs
- Received 639 responses overall
- Identified five key patient preferences: doctor’s recommendation, appointment time, convenience, timely results, and compassionate and caring facility staff

Source: The Radiology Clinic, Tuscaloosa, AL; Imaging Performance Partnership interviews and analysis.
Focus groups allow for more detailed feedback

Baystate leverages focus groups to better understand patient preferences

- Focus groups led by an outside facilitator along with VP of Marketing
- Patient participants sourced from Patient and Family Advisory Council
- Questions centered around patient experience, space design, color schemes, waiting room preferences, branding, and staff interaction

Two key components

1. Held focus groups prior to designing space and after space was completed
2. Recorded additional one on one sessions with select patients to gain further insight, leverage during staff training

Results

After three months, ranked #5 among all Baystate facilities for patient satisfaction

By end of first year, moved to #1 across all of Baystate for patient satisfaction

Source: Baystate Health, Springfield, MA; Imaging Performance Partnership interviews and analysis.
Baystate Health

4-hospital health system located in Western Massachusetts

- Leveraged focus groups to understand patient perspective on new women’s imaging center before it was opened
  - Focus groups were led by outside facilitator along with VP of Marketing and other key Baystate leaders
  - Patients were sourced from Baystate’s Patient and Family Advisory Council
  - Each session featured 10–15 participants, who were asked to provide feedback on branding, facility layout, etc.

- Focus groups held before design process began to ensure patients helped drive the culture and the space design of the new facility

- Asked for volunteers to provide filmed one-on-one feedback in addition to the focus group
  - Videos focused on patient experience, including past experiences at imaging facilities and what patients want out of their experience
  - Leveraged in staff training and onboarding to drive home the importance of patient experience

- Based on feedback from sessions, changed the branding, overall room design of the facility, and set stage for key service priorities (e.g. how to greet, interact with patients)

Source: Baystate Health, Springfield, MA; Imaging Performance Partnership interviews and analysis.
Attract consumers through targeted campaigns

Lesson #6: Utilize hyper-targeted marketing strategies to effectively reach key audiences

Lesson #4: Market price transparency always, affordability when possible

Lesson #5: Identify and speak to key patient preferences

Communicating price

Direct-to-patient marketing

Communicating value

Appealing to most patients’ sense of value

Attracting select constituencies

Source: Imaging Performance Partnership interviews and analysis.
Two strategies for two patient types

1. Activated patients
   - Patients already receiving care
   - Patient searching medical terms online

Meet them when or where they are looking for care

2. Non-activated patients
   - Underserved populations
   - Care decision makers
   - Family members of potential patients

Identify target audience, educate, and motivate to pursue care

Source: Imaging Performance Partnership interviews and analysis.
Target patients already in referring physician office

Physician offices, imaging centers a ready-made marketing location

Premier Radiology advertises same-day mammography with “mammoNOW” campaign

Target audience

- Individuals accompanying patients for care
- Patients visiting for other services
- Staff of physician offices, imaging centers

Increase in mammography volumes after introduction of “mammoNOW”

50%

Source: Premier Radiology, Nashville, TN; Imaging Performance Partnership interviews and analysis.
Premier Radiology

50-physician independent radiology group located in Nashville, Tennessee

- Began offering same-day mammography at all imaging locations in an attempt to grow mammography volumes
- Advertised change through “mammoNOW” advertising campaign
  - Featured posters and flyers throughout imaging centers, physician offices highlighting same-day mammography and speed at which the exam could be completed
- Aimed at capturing patients who were already visiting for other services or accompanying a patient
- Saw a 50% increase in mammography volumes

Source: Premier Radiology, Nashville, TN; Imaging Performance Partnership interviews and analysis.
Reach patients even at competitor offices

Loras Radiology’s geo-fencing strategy

- Allows user to target advertisements on certain mobile device apps within hyper-specific geographic areas
- User can also create a “home fence” to receive alerts when any consumer who saw an ad enters their home fence
- Can exclude individuals at location based on multiple factors, including time at location or demographics

TECHNOLOGY IN BRIEF: GEO-FENCING

- Geo-fences placed around 7 high-volume splitter physician offices, some of which were competitor-owned
- Loras places “home fence” around own center to track success

RESULTS

33
New patients from Ob/Gyn office in competitor building in first month of geofencing ads

3%
Average increase in market share for geofenced offices

Source: Imaging Performance Partnership interviews and analysis.
Keep ads simple and on message

Examples of Loras Radiology’s1 geofencing ads

- **Compassionate Staff**
- **Easily Accessible**
- **Convenient Hours and Parking**

Highlight:-friendly staff

- **Comfortable Open MRI**
  - Mon–Fri: 7am–7pm
  - Sat: 8am–Noon

Focuses on access, ease of use

Show: Convenient hours

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1) Pseudonym.

Source: Imaging Performance Partnership interviews and analysis.
Loras Radiology

Large radiology group located in the Midwest

- Decided to pursue a more aggressive direct-to-patient marketing strategy
- Began geofencing physician offices in their target market to send patients ads while they were in the office
  - Geofenced seven physician offices in the market, offices were a mix of independent physicians and competitor-affiliated physicians
- Created a “home fence” around their imaging center to detect when a patient who had seen an ad entered their facility
- Saw increased volumes as a result of geofencing
  - Averaged 3% increase in market share for the geofenced offices
  - In the first month of geofencing an Ob/Gyn office in a competitor’s building, 33 patients who saw ads at the office then came to Loras’s imaging center

1) Pseudonym.

Source: Imaging Performance Partnership interviews and analysis.
Diagnostic assessment engages concerned patients

Margaery Medical Center’s¹ online breast risk assessment

| 21-question survey covers patient risk factors including family history, patient habits |
| Directs eligible patients to high-risk breast clinic |
| Guides patients at ordinary risk level to continue to receive annual mammograms |
| Suggests patients discuss results with PCP and provides link to Margaery PCPs for patients who do not have one |

Sample questions

- What is your ethnic group?
- Have you had one or more children?
- Do you smoke?
- If any women in your family have had breast cancer, check their relationship to you
- Was your mother, sibling, or child diagnosed with breast cancer before the age of 50?
- Have you been told that you have certain gene mutations linked to breast cancer?
- Has a mammogram shown that you have dense breasts?

Three ways assessment is distributed

| Patients searching for risk assessments online | Emails over patient listserv highlighting assessment | Physician offices directing patients to webpage |

¹ Pseudonym.

Source: Imaging Performance Partnership interviews and analysis.
Margaery Medical Center

Large medical center located in the South

- Utilize online breast risk assessment to help patients understand their personal breast cancer risk
  - Assessment is 21 questions long, focuses on patient history, family history, and key risk factors such as breast density
  - Directs patients with high risk to their breast clinic
  - Recommends for user to discuss results with PCP, provides link to Margaery Medical Center PCPs for patients who do not have one

- Distribute assessment by emailing out to patient listserv and having physicians provide link to patients
- Also capture patients who are searching online for a risk assessment

1) Pseudonym.
Activating key demographics through social media

Mount Sinai uses social media, simple branding to appeal to consumers

Effective components of Mount Sinai’s tweet

- Speaks directly to patients
- Invites patients directly to clinic for treatment
- Provides data, evidence of treatment success that patients can understand

Keys to targeting patients

- Choose appropriate service (UFE): non-urgent alternative to invasive procedure with favorable patient outcomes
- Select appropriate medium for patient population: social media to target young women
- Leverage mediums demographic information to target most appropriate users

Marketing results

- 50% of fibroid patients self-referred
- 15% growth in UFE YTD¹
- 15% growth projected for next five years

Source: Mount Sinai Health System, New York, NY; Imaging Performance Partnership interviews and analysis.

1) Year-to-date.
Mount Sinai Health System

3,500-bed, seven-teaching hospital health system located in New York, New York

- IR program faced turf wars with other specialists over patients with fibroids
- Recognizing consumer appeal of IR’s fibroid treatment as alternative to more invasive surgical services, program launched patient-centric social media marketing campaign including patient testimonials on Twitter, Facebook, websites for Mount Sinai’s IR uterine fibroid services
- Program simplified messaging to capture consumer attention, focusing on benefits of service, directing patients to IR clinic for fibroid needs
- Results: after marketing campaign 50% of UFE patients self-referred, 15% growth in UFE procedures projected for next five years

Source: Mount Sinai Health System, New York, NY; Imaging Performance Partnership interviews and analysis.
Leaning on family members to activate patients

Columbus Regional targets smokers, family members of smokers with Facebook ads

Targeted to:

- Individuals who have “liked” or interacted with tobacco products on Facebook
- Specific demographics most likely to be eligible for lung screening
- Family and friends of individuals on Facebook who have interacted with tobacco products

Marketing results

563 patients screened in 2018
399 patients screened through May 2019
On pace for 70% volume growth year over year

Source: Columbus Regional Health, Columbus, IN; Imaging Performance Partnership interviews and analysis.
Columbus Regional Health

225-bed community hospital located in Columbus, Indiana

- Columbus Regional Health recognized that lung cancer was a serious concern in their market
- National Lung Screening Trial found that incidents of lung cancer in southeastern Indiana were 2x that of the national average
- Launched initiative in 2017 to increase lung screening rates through competitive pricing, marketing
- Conducted comprehensive marketing campaign for lung screening that utilized: social media, SEO, newsletters, print advertising, radio advertising, physician outreach, and posters
- Leveraged social media demographic data to target those most likely to be eligible for lung screening, including individuals who interacted with tobacco products
  - Also targeted ads at family members of smokers in order to reach individuals who could influence the care decisions of eligible patients

Source: Columbus Regional Health, Columbus, IN; Imaging Performance Partnership interviews and analysis.
Bring lessons from high performers back home

Strategically deploy direct-to-patient marketing

Lessons to take home

1. While levels of visible patient “shopping” vary across markets, patient preferences—related to price as well as quality and experience—are influencing referring provider decisions.

2. When it comes to price, a marketing message focused on transparency and predictability benefits all providers, while well-marketed price cuts in select areas that meet market need can allow even higher-priced providers to compete effectively for consumers.

3. The most promising channels for reaching high-value patient constituencies are the referring physician’s office and social media.

Source: Imaging Performance Partnership interviews and analysis.
1. Locked in a tight race

2. Winning referring physicians and patients

3. The destination of choice
How would you spend 100 pennies?

Priorities for responding to forces impacting patient retention

**Steerage**
Decide whether to push back against payers, offer targeted price cuts, pursue an aggressive price competition strategy, and/or capture steerage through a preferred provider arrangement

**Physician choice**
Invest in leakage analytics, ease of use, customization, and physician workflow support for underutilized services (screening, IR, incidental finding follow-up)

**Patient consumerism**
Establish and market price transparency. Create a targeted and differentiated marketing strategy for reaching select patient groups

Our penny allocation: 20

Your penny allocation: —

Source: Imaging Performance Partnership interviews and analysis.
Is your gain your patient’s gain also?

Becoming the imaging destination we would choose for ourselves

Patients journey through a system’s ambulatory network

What can be gained when a patient is retained?

- Imaging revenue
- Potential downstream revenue
- Patient data
- Opportunity to reinforce brand with patients
- Further interactions with affiliated physicians

- Continuity of care
- High quality of care
- Referring physician satisfaction
- Superior patient experience
- Superior, lower-cost downstream care
- Positive transformation of imaging operations and culture

Source: Imaging Performance Partnership interviews and analysis.
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