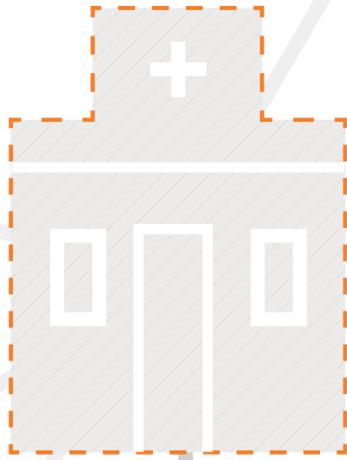


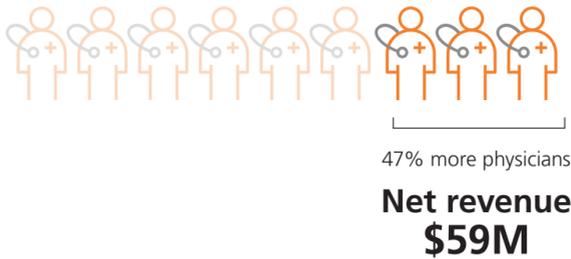
Is poor market visibility compromising your growth?



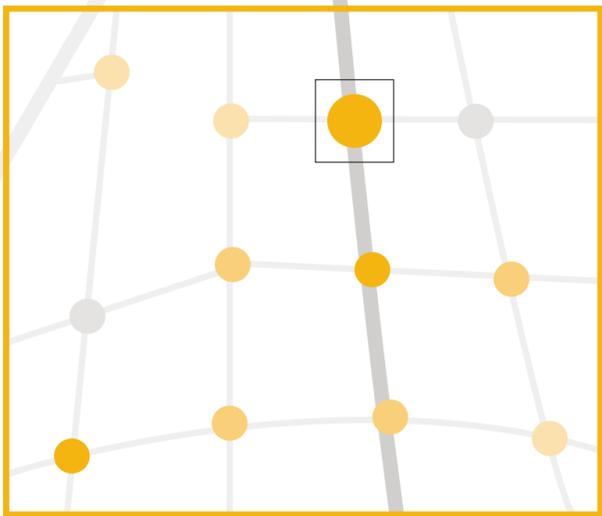
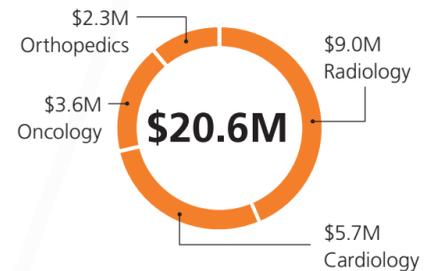
Understand your true growth potential

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

Much greater opportunity than believed¹
Outpatient segment significant



Average outpatient net revenue leakage²
Top 4 outpatient service lines



Target with precision to maximize impact of physician outreach

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

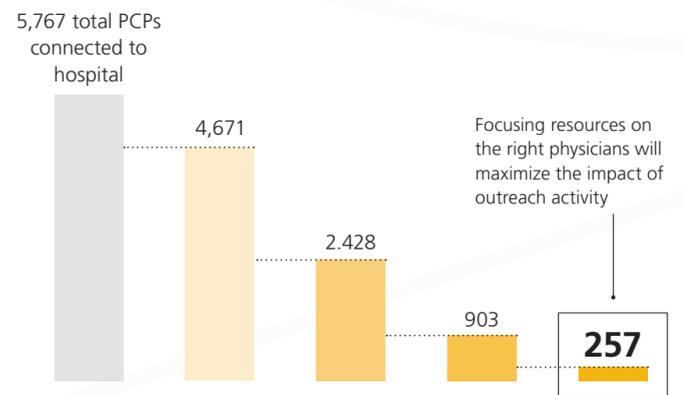
Sample prioritization analysis

Focus on PCPs **not employed** by competitors

Find PCPs leaking 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**



Physician A

Physician B

Apply data-driven insight to each physician interaction

A personalized approach to each physician interaction is key to building 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 leakage/ value of leakage in other priority service lines	\$980K / \$1.3M	\$1.1M / \$1.5M
Percent of revenue referred to top 3 orthopedists	32%	89%
Total number of orthopedist connections	11	4
Loyalty vs. peers in practice	Similar	Low
Outreach	Organized opportunities for all PCPs in practice to meet orthopedists, discussed 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 \$1M 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® Market Advantage clients.

² Figures based on analysis of data of over 200 Optum Market Advantage clients.