

# Rapid Impact Strategic Growth solution drives \$34 million incremental net revenue

The CEO of a four-hospital health system recognized the need for a strategic partner to help them achieve near-term strategic growth and return on investment

## Summary

Tiller-Hewitt HealthCare Strategies delivered a solution that generated rapid results and sustainable growth by:

- ▶ Engaging stakeholders in a collaborative process to achieve buy-in
- ▶ Identifying and solving access and capacity barriers
- ▶ Prioritizing service line strategy development
- ▶ Executing a nationally recognized professional physician outreach program

## Challenge

Across the nation, healthcare organizations are experiencing challenges that erode market share and impede strategic growth. They're battling access and capacity issues, an influx of local competitors, crippling workforce shortages, and dramatic shifts in how and where care is delivered.

To spark near-term growth of strategic business, the leadership team of Archbold Medical Center, a four-hospital health system serving South Georgia and North Florida, recognized the need for a strategic partner to:

- **Assess** growth readiness with an objective lens
- **Prioritize** and develop service line growth strategies
- **Identify** and remove access and capacity barriers
- **Achieve** medical group engagement and alignment
- **Address** the changing dynamics of demand
- **Increase awareness** and utilization of their services
- **Improve** physician-hospital communications and relations
- **Better accommodate** the resulting increase in referral

## Solution

Archbold engaged Tiller-Hewitt HealthCare Strategies to assess, design and execute a high-performance, rapid impact solution to improve access and drive network optimization, physician engagement, patient retention and strategic growth.

Tiller-Hewitt combines robust methodologies proven to identify and drive rapid results; drive collaborative, cultural change; and hardwire an organization for continuous improvement and strategic growth.

## Results

Tiller-Hewitt's strategic growth initiative resulted in \$34 million in incremental net revenue in the first year.

## Integrated approach to strategic growth

Execute collaborative growth across operational, marketing and sales functions



## Strategic growth readiness assessment

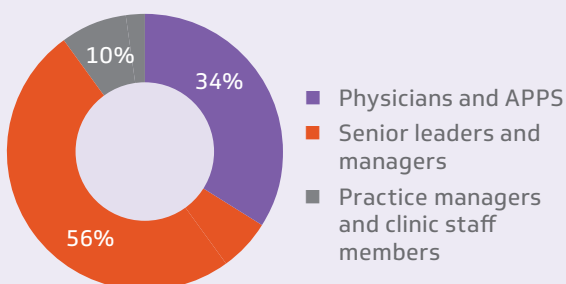
Tiller-Hewitt started by engaging key stakeholders and conducting deep data analysis to determine if the current state of access, capacity, clinical staffing and geographic expansion potential met the criteria to support desired growth.

- **Nearly 300 Archbold stakeholders participated** in the survey and interviews—including approximately 100 physicians and advanced practice providers (APPs)—representing the key clinical and administrative roles that influence the patient and provider experience along the entire continuum of care.
- **Using timely and relevant internal, external and practice referral data**, Tiller-Hewitt identified historical referral patterns and opportunities to quickly mitigate leakage and drive strategic service line and system growth initiatives.

The assessment revealed a high level of patient preference, engagement from participants, and a newfound spirit of innovation and momentum for positive change. It also uncovered current-state barriers preventing strategic growth and provider engagement that needed to be addressed, including:

- **Access**—scheduling and referral processes to health system and physician practices
- **Physician engagement**—alignment, recruitment, rapid ramp-up and long-term retention
- **Internal teamwork and collaboration**—communication among key departments and practices
- **Sales/outreach**—awareness of key services and issue resolution
- **Data**—timely, relevant internal and external data for faster reaction to shifts in business
- **Marketing and sales tools**—outreach, referrals and recognition of the employed medical group

### Early engagement and buy-in



## Strategic growth playbook

As a strategic growth company, Tiller-Hewitt collaborated with Archbold’s operational and clinical teams to uncover or create best practices to optimize access and referral processes. These performance improvement efforts were essential to Archbold’s differentiation as offering providers and patients the path of least resistance to their services.

### Measure leakage and prioritize service lines

Tiller-Hewitt’s assessment prioritized service lines that aligned with the organization’s current strategic vision and were best positioned for growth with limited operational intervention. Together with Tiller-Hewitt, Archbold launched cross-functional service line growth teams to:

- **Identify** opportunities for strategic growth
- **Target** providers aligned with care consolidation and strategic growth goals
- **Equip** offices with patient education, specialist information and referral tools
- **Develop** leadership accountability protocols

#### Step 1: measure leakage

Specialty leakage and service line opportunity, Q1 2023

	Service line	Leakage (%) versus opportunity (\$)	Total volume
<b>Specialty leakage % (PCP to specialty encounter)</b>	Cardiovascular	100%	1,500
	Oncology	100%	1,000
	Orthopedics	100%	750
	Gastroenterology	100%	700
	Neurology	100%	500
	Women’s health	100%	400
<b>Service line opportunity (\$)</b>	Cardiovascular	\$1,500,000	1,500
	Oncology	\$1,000,000	1,000
	Orthopedics	\$750,000	750
	Gastroenterology	\$700,000	700
	Neurology	\$500,000	500
	Women’s health	\$400,000	400

Identified MRI and CT as top leakage opportunities

### Map process improvement projects

Tiller-Hewitt also identified areas where process improvement projects were needed to enhance access and capacity.

Lean value stream mapping uncovered 378 duplications and bottlenecks in 25 disparate medical specialty referral processes. These were streamlined into a single, simplified and standardized method.

To improve the imaging referral process, Tiller-Hewitt formed a cohesive team of 25 people—representing every physician and patient touch point—to resolve 110 access and capacity issues and to refine the referral process, including implementing a preauthorization program.

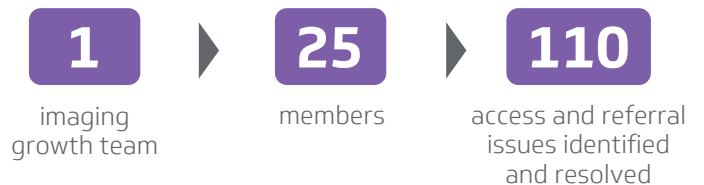
This effort resulted in double-digit imaging growth, with an increase of 19% in outpatient MRIs and 22% in outpatient CT scans in the first year.

#### Step 2: map the journey and streamline

Specialty referral process improvement



Imaging referral improvement event



## Design and launch physician liaison program

Moving into the execution phase, Tiller-Hewitt launched Archbold's Professional Outreach Program, a powerful differentiator with liaisons trained to be trusted advisors—and engines of strategic growth and performance improvement—who deliver higher-value solutions to physicians and their teams. This phase involved:

- Structuring the physician outreach program
- Recruiting and training results-oriented professionals with consultative sales techniques and exceptional relationship-building skills
- Managing the data-driven outreach strategy and boots-on-the-ground execution

The outreach program increases communication, provides stronger visibility for the medical center's services among private and employed practices, and improves access to administration and service lines.

Tiller-Hewitt's TrackerPLUS intelligence and physician relationship management platform maximizes the program's efficiency and effectiveness as the team's central source of market intelligence and referral data analytics.

TrackerPLUS streamlines:

- Physician targeting
- Precall planning
- Real-time issue and opportunity management
- Activity reporting and data dashboards

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### Step 3: ongoing outreach and feedback for continuous improvement

 **1,250** outreach encounters with providers and staff

 **1,140** face-to-face calls on providers

 **600+** new providers added to target list

## Results

The Tiller-Hewitt engagement with Archbold produced off-the-charts results and return on investment in year 1:

**110**  
capacity issues resolved

**378**  
duplications resolved

**\$122 million**  
incremental top-line revenue

**\$34 million**  
incremental net revenue

**22% increase**  
in outpatient CT scans

**19% increase**  
in outpatient MRIs

*"Based on past success working with Tiller-Hewitt, I knew they would energize our team, gain early buy-in and spark collaboration. They helped us quickly identify and eliminate access and capacity barriers, then develop and execute rapid-growth strategies that produced immediate results. We're now equipped with better tools and hardwired as an organization driving sustainable strategic growth."*



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