

Partnership rapidly generates \$24.3 million in strategic growth

Summary

Tiller-Hewitt HealthCare Strategies partnered with Lake Charles Memorial Health System (LCMH) and Memorial Medical Group (MMG) to:

- ▶ Deliver extensive data analysis and market research insights that prioritize areas of focus
- ▶ Create immediate and intermediate strategic growth plans for areas of opportunity
- ▶ Unlock latent capacity, through identification and creative removal of access barriers, to become the path of least resistance for providers and patients
- ▶ Develop and execute an outreach strategy that clearly differentiates key service lines in defined markets
- ▶ Execute a data-driven physician liaison program that generates referrals and drives rapid, consistent, strategic revenue and market share growth

In the near term, Tiller-Hewitt delivered measurable, strategic results and positioned LCMH for sustainable growth far into the future. Its solution created a collaborative, efficient, data-driven process that hardwired a strategic growth mindset and delivered an immediate return on investment.

Challenge

Lake Charles Memorial Health System's position as market leader was at risk because of over \$100 million in out-migration of services from its medical group to local competitors.

LCMH experienced unrivaled challenges. The Lake Charles community endured two hurricanes, flooding and historical freezing, becoming known as the most weather-battered city in America. The organization additionally confronted industry-wide headwinds: workforce challenges, shrinking margins, high capital costs and rising competition.

While many health systems nationwide cite lack of capacity among their top challenges to growth, front-end issues like patient access barriers often create the illusion that an organization lacks capacity. However, capacity can be unlocked through a 360-degree approach to uncover inefficient processes, solve access bottlenecks, engage providers and staff, ramp up new providers rapidly, and execute professional outreach focused on strategic growth.

Solution

To protect and grow competitive advantage in the face of unprecedented challenges, the new chief executive officer at LCMH engaged Tiller-Hewitt. In partnership with members of the LCMH C-suite, Tiller-Hewitt quickly got to work assessing, designing and executing a high-performance, near-term strategic growth solution to improve patient access, increase referrals and drive volume to strategic service lines and specialties.

Results

Tiller-Hewitt's strategic growth initiative resulted in \$24.3 million in incremental net revenue in the first year.

“Tiller-Hewitt was my first call when I arrived here as the new CEO, based on my experience partnering successfully with them at previous organizations. Their team consistently provides the expertise needed to deeply engage and drive strategic growth in alignment with every organization’s business goals. Tiller-Hewitt helped us produce immediate home runs, including year-one, double-digit revenue growth and a boost in market share.

They’re a true partner that fosters a culture of collaboration, transparency and accountability. They helped our already strong team deliver the best customer experience, achieve new levels of performance and drive exceptional strategic growth.”



Devon Hyde
President & CEO, Lake Charles Memorial Health System

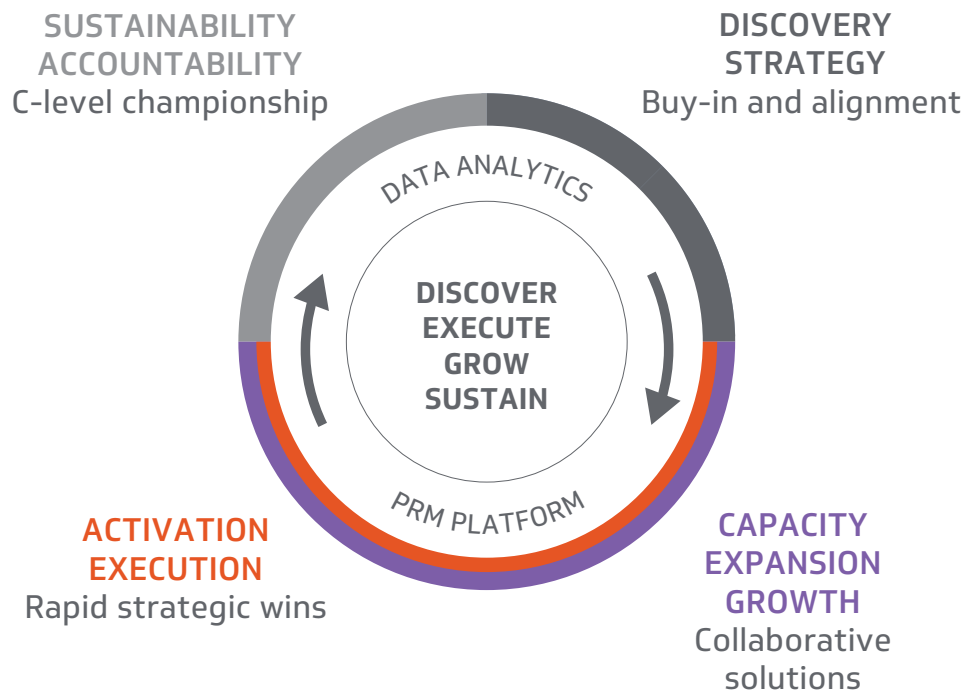
The CEO also engaged Tiller-Hewitt to transform the MMG provider onboarding process from a brief and disjointed “drinking from the fire hose” experience into a robust, system-wide coordinated, yearlong provider integration program that includes mentorship and family integration.

Rapid Impact Strategic Growth solution

Tiller-Hewitt applied its industry-leading process for assessing, developing and implementing successful strategic growth programs.

Strategic growth readiness assessment: discovering the “what and why”

Tiller-Hewitt combined extensive quantitative referral and claims data analytics with qualitative insights gained through stakeholder surveys and interviews. It discovered untapped opportunities (the what) and barriers preventing strategic growth (the why).



Utilizing LCMH’s acquired external claims data and internal EMR data, Tiller-Hewitt conservatively estimated \$100 million in leakage from MMG to competitors for services LCMH provides.

Discovering this opportunity sparked a newfound hope, spirit of innovation and momentum for positive change throughout the organization.

More than 350 stakeholders participated in the assessment, which uncovered current-state barriers preventing strategic growth and provider engagement. Access-related bottlenecks and a lack of collaboration were among the top barriers to in-network referrals that needed to be tackled.

PRM = provider relationship management.

Strategic growth playbook: executing the “how”

Energized by stakeholder buy-in, grounded data analytics, survey results and interview findings, the team moved quickly and simultaneously on multiple fronts to prioritize opportunities, eliminate barriers, improve access and engage physicians as referral sources.

Performance improvement projects fixed patient access choke points

Tiller-Hewitt initiated a collaborative, cross-discipline patient access improvement process, bringing together 60 members from the C-suite, patient access team, referring physician practices, key service lines, information technology and marketing.

The process improvement project rallied stakeholders to solve access bottlenecks—masquerading as capacity issues—that were driving patients outside the LCMH network for services it had the capacity to provide. Through lean value stream mapping and process improvement projects, over 125 improvement action items were identified, with 95% completed in fewer than 120 days.

Top five barriers preventing strategic growth, in-network referrals and physician alignment



1. Scheduling



2. Access



3. Internal teamwork and collaboration



4. Capacity



5. Throughput/bottlenecks

\$100+ million opportunity

estimated minimum annual out-migration

“Our engagement with Tiller-Hewitt HealthCare Strategies was a true collaboration, laser-focused on identifying and eliminating growth choke points, meticulously measuring KPIs, hardwiring stakeholder accountability and delivering measurable ROI. I strongly recommend their strategic growth, physician liaison and provider integration/onboarding programs for any organization struggling to grow market share in these challenging times.”



Manley M. Jordan, MD, FCCP
Chief Medical Officer/Executive Vice President,
Lake Charles Memorial Health System

Rapid improvement wins

Improvement: developed side door access solutions for high-margin service lines	Improvement: completed patient access improvement action items	Improvement: enhanced patient, provider and staff experiences
Results <ul style="list-style-type: none"> Decentralized patient registration for infusion/chemotherapy Preadmission center, for GI and pulmonary patients, located between practices Immediately increased access and unlocked latent capacity 	Results <ul style="list-style-type: none"> Reduced registration wait time by nearly 75%, from 2.5 hours to 40 minutes Created 30 additional cardiology procedure slots per week, including some same-day availability 	Results <ul style="list-style-type: none"> Reduced the number of questions asked during scheduling and registration Facilitated communication and collaboration through office scheduler events Simplified ordering with multiple provider referral tools Improved patient experience with multiple new tools developed for easier access and wayfinding

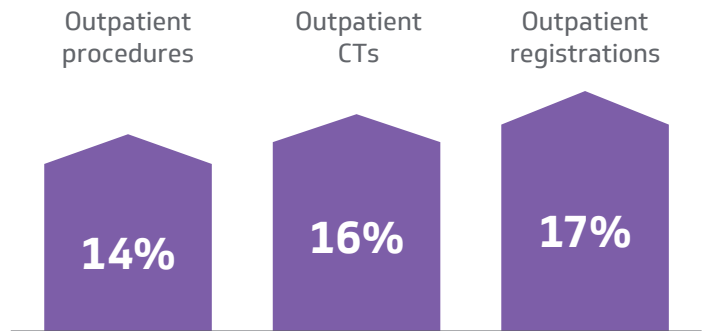
GI = gastrointestinal; KPI = key performance indicator.

At the same time, Tiller-Hewitt created service line growth plans and engaged cross-functional growth teams to collaborate and maximize opportunities:

- **Immediate**—areas best positioned for growth and aligned with the current organizational strategic vision
- **Intermediate**—areas of opportunity for strategic growth in need of leadership intervention and service line development

Tiller-Hewitt engaged with the marketing team to produce new educational materials that promote enhanced services and easy-to-use referral tools to amplify access for referring physicians, office teams and patients.

Performance improvement projects, within first full year



Physician liaison outreach put boots on the ground and built trust

Development and execution of the data-driven physician outreach strategy is the centerpiece of the Rapid Impact Strategic Growth solution, focusing on provider targets with the greatest upside for incremental growth. Based on its nationally recognized boots-on-the-ground approach that includes hiring, training and coaching professional physician liaisons, Tiller-Hewitt developed and deployed LCMH’s outreach strategy.

Two new physician liaisons targeted 500+ providers and accomplished over 2,500 visits to build awareness of

newly streamlined access, highlight key service lines and introduce specialists to referring physicians in the community.

As direct reports to the C-suite, the liaisons earn trusted advisor status with medical practices and provide accountability for rapid response when issues arise in the field. They uncover needs and resolve issues by working with cross-discipline teams to deliver strategic solutions and tools that improve the provider and patient experience and drive referrals from targeted practices.

Improvement: direct-admit program for patients needing hospital-level care	Improvement: preauthorization concierge program	Improvement: completed 98 provider onboarding improvement items
<p>Results</p> <ul style="list-style-type: none"> • 636 direct hospital admissions • Unburdened the emergency department • Facilitated the referring physician–hospitalist connection 	<p>Results</p> <ul style="list-style-type: none"> • 458 additional imaging studies • Streamlined outpatient imaging referral process • Reduced workload for ordering providers 	<p>Results</p> <ul style="list-style-type: none"> • Robust, yearlong new provider integration program with mentorship and family integration • Faster ramp up to practice productivity, greater satisfaction and improved retention • Transformed the disparate provider onboarding process that everyone touched but nobody owned

Results

The development and execution of Tiller-Hewitt’s Rapid Impact Strategic Growth playbook included service line growth teams, process improvement programs, physician outreach strategy, deployment of a professionally trained liaison team and a formalized physician integration program to ensure rapid ramp up of new providers. As a result, the LCMH and Tiller-Hewitt partnership improved the patient and provider experience and generated a return on investment of \$24.3 million of incremental net revenue through double-digit growth in targeted specialties and service line volumes.

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