

# QUANTIFYING OUTPATIENT MARKET SHARE TO ENSURE STABLE MARKET GROWTH

Case Study

Strategic Planning

Elkhart General Hospital

While hospitals have long had the ability to measure market share for inpatient services, Elkhart General Hospital of Elkhart, Ind., found that publicly available, trended data for the outpatient market was in short supply.

As a result, Elkhart enlisted the help of Thomson Reuters, the long-time leader in planning solutions, including robust and reliable inpatient and outpatient data and analysis. Through a comprehensive analysis of the local outpatient market, the facility hoped to better understand its position in terms of market share — including where it had both gained and lost ground to competitors. The final step was to incorporate the findings into a comprehensive and ongoing business development strategy.

## COURSE OF ACTION

Working alongside the Thomson Reuters **Strategic Consulting Services** team, Elkhart began to develop a comprehensive assessment of its outpatient market using local market insights from the **Market Expert® Strategic Planning Solution**.



Thomson Reuters combined two years of Elkhart's outpatient data with the expansive Market Expert outpatient claims data, and then applied our proven methodologies to:

- Develop Elkhart's outpatient market growth profile
- Incorporate profile data into overall estimates of outpatient market size to estimate Elkhart's share of the segment
- Determine where the facility was making progress and was lagging behind

## RESULTS

With outpatient analysis powered by unmatched depth and breadth of outpatient data resources — representing more than 600 million new outpatient claims per year — Elkhart successfully measured its share of its local outpatient market, identified growth opportunities and obstacles, and incorporated key learnings into its strategic planning process.



## ELKHART GENERAL HOSPITAL

**Location:**  
Elkhart, Ind.

**Size:**  
325 beds

**Scope and services:**  
Elkhart General Hospital is an independent, not-for-profit, community-owned healthcare system. The full-service, 325-bed main hospital serves more than 19,000 patients a month. The Elkhart General medical staff is comprised of 330 physicians representing 30 medical specialties, and over 2,000 employees serve in nursing, technical, administrative, and support capacities.

**Solutions:**  
Market Expert®  
Strategic Consulting Services



The market intelligence delivered by Market Expert enabled the facility to:

- Identify the Imaging department as a primary service area where volumes were not growing as quickly as the overall market
- Reveal underlying causes for stalled growth in Imaging and communicated a strategy to improve volumes
- Identify and quantify the physicians who directly drove volumes and services in targeted outpatient sectors
- Quantify shifts in physician practice patterns — both positive and negative — allowing the organization to prioritize physician relations activities

In concert with Thomson Reuters consultants, Elkhart has put its new insights and strategies into practice and is able to update and maintain its outpatient strategic plan on an ongoing basis.

In 2009, Elkhart General Hospital was acknowledged for its accomplishments in the pursuit of excellence with a Thomson Reuters Healthcare Advantage Award. The Healthcare Advantage Award was established in 2005 to honor and recognize customers who have used Thomson Reuters solutions to achieve outstanding success at their organizations.

*“For the first time, Elkhart General Hospital was able to quantify our position in the outpatient market, understand threats and opportunities, and use this insight to uniquely position ourselves for future growth in this vital market segment.”*

**Danielle Dyer**

Vice President, Strategy and Marketing  
Elkhart General Hospital

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