

DIRECT-TO-PATIENT MARKETING ADDRESSES E.D. OVER-UTILIZATION AND LOWERS COST OF CARE

Case Study

Marketing Solutions

Oakwood Healthcare System/Oakwood Annapolis Hospital

Part of the extensive Oakwood Healthcare System, Oakwood Annapolis Hospital (OAH) receives more than 70 percent of the facility's total admissions from the emergency department.



By analyzing clinical data — down to the procedure level by patient visit and the financial data, including costs and reimbursements — in the *crmView* database, OAH identified a group of approximately 3,000 patients who represented 36 percent of their total ED visits that resulted in a discharge.

“After further analysis of the data, two distinct patient categories emerged: those who had frequent and nonurgent visits to our ED, and those patients who were at a high risk for addiction to pain medication ordered and prescribed in the ED,” said Aaron Bontrager, administrative fellow at Oakwood Healthcare System.

“Clinical review of the medical cases substantiated these *crmView* findings, and we were able to further refine our target population,” Bontrager added. With the Thomson Reuters analysis in hand, OAH could now focus its marketing along the three critical dimensions of clinical relevance, financial appropriateness, and behavioral attributes.

Increasing throughput and managing volume is critical for this key access point. While Oakwood's marketing strategy had historically focused on driving volume, escalating emergency room visits and changing needs within the community raised some questions.

Was OAH attracting the appropriate patients to the emergency department? Were already limited human and financial resources being unduly taxed? Could patients receive more appropriate care in a different setting?

To gain deeper insight to existing market dynamics and the population that was utilizing the emergency department, OAH looked to Thomson Reuters.

COURSE OF ACTION

The *crmView*™ Marketing Solution from Thomson Reuters holds multiple years of customer data, and supplies OAH's marketing department with a rich source of data on which to base their analysis and build marketing programs. It provided their marketers with powerful insights and analysis tools to evaluate patient usage and behaviors that would drive a solid, performance-based marketing campaign.



OAKWOOD HEALTHCARE SYSTEM – OAKWOOD ANNAPOLIS HOSPITAL

Location:
Wayne, Mich.

Size:
259 beds

Scope and services:
Oakwood Healthcare System (OHS), a regional health care network, is among the most comprehensive health care delivery systems in southeastern Michigan. The Oakwood system serves residents in 33 communities over a 500-square-mile area and operates four acute care hospitals, several health centers, and a vast number of specialty services including four centers of excellence. More than 1,300 physicians, representing nearly every medical, surgical specialty and subspecialty, are affiliated with OHS.

Solutions:
crmView™
HealthView Plus®



THOMSON REUTERS™

The OAH marketing team used direct mail to generate awareness with their target audiences. They further reinforced the same messages at all points of service, to convey the advantages of seeing a primary care physician for nonlife-threatening conditions. Patients who had no primary care provider were introduced to a variety of clinical options, including federally qualified care centers. In addition, ED physicians were educated about the quantities of narcotic medication ordered and prescribed to ED patients. Clinical operations, community outreach services, and marketing team members worked collaboratively to ensure the cohesiveness of the effort.

RESULTS

OAH quickly saw that effective, data-driven marketing wasn't limited to driving volume to improve top-line revenues — it also served as a means to improve efficiency and help support the bottom line. By identifying patterns and proactively communicating to target patient groups, they used marketing techniques to reduce inefficient use of health resources. They achieved their campaign objectives, including enhanced consumer awareness and understanding about health services, changed patient utilization patterns, and improved ROI based on downstream utilization — and then some:

- Cost of care has decreased by \$35 per ED visit.
- Improper patient utilization has been reduced by 72 percent, preserving financial resources and saving time for physicians and staff.
- Physician referrals for patients to more appropriate health centers has increased by 12 percent — preemptively steering noncritical patients from the emergency department to the doctor's office.
- The ordering and prescribing of narcotics in the emergency room has decreased by 10 percent and the average duration of narcotic prescriptions is down from five days to two. The closer scrutiny and tighter control over narcotics has also decreased the incidence of nonurgent patients tying up urgent-care resources to obtain these drugs.
- Bottom-line performance improved in tandem with more effective ED utilization and improved patient care.

According to John Cargill, clinical manager of the emergency department, "The crmView data came to us in a fashion that breathed. It wasn't just lines on the paper — we were able to draw significant conclusions about appropriateness of care. It was probably the best marketing, IT, and emergency clinical team effort I've seen in my 25-year career."

Oakwood Healthcare System was acknowledged for its accomplishments in the pursuit of excellence with a Thomson Reuters 2009 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.

.....

"Marketing can help improve operational results. It's not just about growth; it's about transforming patient behaviors to improve bottom-line performance."

Eric W. Widner
 President Western Region
 Oakwood Healthcare System

.....

ABOUT THOMSON REUTERS

Thomson Reuters is the world's leading source of intelligent information for businesses and professionals. We combine industry expertise with innovative technology to deliver critical information to leading decision makers in the financial, legal, tax and accounting, scientific, healthcare and media markets, powered by the world's most trusted news organization. With headquarters in New York and major operations in London and Eagan, Minn., Thomson Reuters employs more than 50,000 people in 93 countries. Thomson Reuters shares are listed on the New York Stock Exchange (NYSE: TRI); Toronto Stock Exchange (TSX: TRI); London Stock Exchange (LSE: TRIL); and Nasdaq (NASDAQ: TRIN).

healthcare.thomsonreuters.com

Thomson Reuters
 777 E. Eisenhower Parkway
 Ann Arbor, MI 48108 USA
 Phone +1 800 366 7526

©2009 Thomson Reuters.
 All rights reserved.
 PRO-6619 0809 MC

