

# MARKET INTELLIGENCE PROFILES IMPROVE PHYSICIAN LOYALTY AND ENCOURAGE GROWTH

Case Study

Strategic Planning

Tallahassee Memorial HealthCare

An innovative physician alignment strategy helps Tallahassee Memorial HealthCare build loyalty with physician practices in their system.

In 2008, Tallahassee Memorial HealthCare's board of directors approved a long-range strategic plan based on quality-driven volume and growth. A key goal focused on physician alignment and integration. The system's leadership planned to invest in program development and growth opportunities to engage physicians as essential partners.

While Tallahassee Memorial HealthCare was utilizing traditional growth methods, such as joint ventures and new program development, more alignment opportunities were needed to boost physician loyalty with mission-critical physician practices. The practices were at a point where they needed to determine future growth, so it made sense for Tallahassee Memorial HealthCare to help the practices with long-range planning, solidifying physician loyalty.

## COURSE OF ACTION

To better understand where those growth opportunities were, Tallahassee Memorial HealthCare leveraged the *Thomson Reuters Market Expert*® strategic planning solution that delivers market analyses and projections to aid in better decision making. The tool provides rich information on local market, inpatient and outpatient demand, volume forecasts, demographics, competitive position, physician analysis, and site evaluation.



Leveraging the data and insights found in *Market Expert*, Tallahassee Memorial HealthCare developed and launched a physician practice profile model. The model contains 11 complex data components, in addition to special studies unique to the practice. It gives physicians an objective analysis of their market share to identify areas of success and opportunities for growth. The analysis helps them understand what actions they should take to ensure that their practices are well-positioned for growth, such as recruiting additional physicians, customizing practices to match community needs, or changing their approach to capture outpatient business.

The data gave the physician groups insights into their practices and communities that would otherwise require significant time and resources to secure. For example, the competitive insights information and inpatient and outpatient market projections by county helped them understand new opportunities or validate their existing understanding of the market. State and MEDPAR data enabled them to better understand their market share. The data from three Thomson Reuters state database programs helped them understand their out-migration patterns — where patients are going for specialties — allowing for discussions about the necessary strategies to capture or recapture out-migration.



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2010 HEALTHCARE ADVANTAGE AWARD

**TALLAHASSEE MEMORIAL  
HEALTHCARE**

**Location:**  
Tallahassee, Florida

**Size:**  
770 beds

**Scope and services:**  
A private, not-for-profit community healthcare system that includes a 770-bed acute care hospital specializing in heart and vascular, cancer, medicine, orthopedics, neurology, women's and children's health, behavioral health, surgery and emergency medicine. It is the eighth-largest hospital in Florida, with a medical staff of 500 physicians representing 50 different specialties.

**Solutions:**  
*Market Expert*®



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The targeted market intelligence profiles were then used for strategic planning, contract negotiation, recruitment, hiring, new-employee orientation, and more. By helping physicians to successfully grow their practices, Tallahassee Memorial HealthCare not only earns their loyalty, but also gains additional revenue when physicians refer patients for admission or use the hospital's facilities.

**RESULTS**

The program has proven successful and now has physicians requesting to participate in this unique opportunity to work more closely with Tallahassee Memorial HealthCare. The program has also allowed management at Tallahassee Memorial HealthCare to better understand each physician practice, creating better alignment between the groups.

- Utilizing the data from the profile model, one physician practice was able to successfully negotiate with a large HMO (87 percent market share) after receiving notice that their contract was not to be renewed. The practice was able to dispel the myth of over-utilization.
- An obstetrics/gynecology practice evaluated all the market projections and was compelled to recruit and hire two new physicians. Recruitment is very important due to pending shortages in this service area.
- One neurosurgery practice recruited a physician with vascular intervention skills when presented with out-migration information. Their lack of physicians who were qualified to perform vascular interventions was contributing to the out-migration.
- One physician practice utilizes the profile as an orientation tool for new partners, as it outlines the expectations of the practice.

*"It is estimated that an individual physician practice would pay a consultant in the range of \$40,000-\$60,000 for this market intelligence profile and updates. While Tallahassee Memorial HealthCare offers this profile model at no cost, the return on investment has been priceless."*

**Cynthia Blair**  
 Chief Improvement Officer  
 Tallahassee Memorial HealthCare

In 2010, Tallahassee Memorial HealthCare was acknowledged for its accomplishments in the pursuit of excellence in strategic planning with a Thomson Reuters Healthcare Advantage Award in Strategy and Growth. The Healthcare Advantage Award was established in 2005 to honor and recognize customers who have used Thomson Reuters solutions and tools to achieve outstanding success at their organizations.

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

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