

LEADERSHIP

WEBINAR SERIES

EVERYONE WINS WHEN THE LEADER GETS BETTER!



Tammy Tiller-Hewitt

Chief Executive Officer
Tiller-Hewitt
HealthCare Strategies



Yelena Bouaziz

Principal
Solution Strategy &
Innovation
Sg2

Don't Expect Growth Earn It with Customer Value

What does customer loyalty really mean in healthcare?

2023

LEADERSHIP WEBINAR SERIES

Mar 15: The Power of Now: Rapid Impact Strategic Growth

Apr 25: Stop Admiring Your Problems & Start Growing

May 10: Disrupt Yourself: The Strategic Growth Imperative

Aug 9: Amplify Your Customer Activation Strategy

Sept 13: The Power of Data to Drive Strategic Growth

Oct 18 : Don't Expect Growth; Earn It with Customer Value

Dec 6: That's a Wrap! 2023 Strategies that Worked

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**** IN THE CHAT ****

Please share your

Questions

**“Aha” moment or useful takeaway
from today’s webinar**





GrowthStrategies⁺

ASSESSMENT, DEVELOPMENT & IMPLEMENTATION

Hospitals⁺ Healthcare Systems⁺ Physician Organizations

Operational Strategic Growth Readiness Assessments – Strategic Growth Planning – Process Improvement
Service Line & Specialty Growth Development & Implementation

Network Optimization – Physician Engagement – Rapid Impact Strategic Growth Solution



PhysicianIntegration⁺

RAPID RAMP UP & LONG-TERM RETENTION

Physician & APP Integration
Robust Onboarding/Navigation
Mentorship Program
Family/Community Integration

**CASE STUDIES & SOLUTIONS
IN APPENDIX**

LiaisonProgram⁺

ASSESSMENT, DEVELOPMENT & IMPLEMENTATION

Business Development & Physician Liaison

- Program Assessment
- Program Redevelopment
- Program Development & Implementation
- Corporate & Public Training Programs

LiaisonTraining⁺
ON-SITE & VIRTUAL CONSULTATIVE SALES

LeaderTraining⁺
A COURSE THAT WILL DIFFERENTIATE YOU

TrackerPLUS⁺

INTELLIGENCE & PRM PLATFORM

PRM Tracking Software
Market Intelligence
Referral Data Management
Issue Resolution Tracking



DEMO

Liaison Training⁺

POWERED BY TILLER-HEWITT HEALTHCARE STRATEGIES

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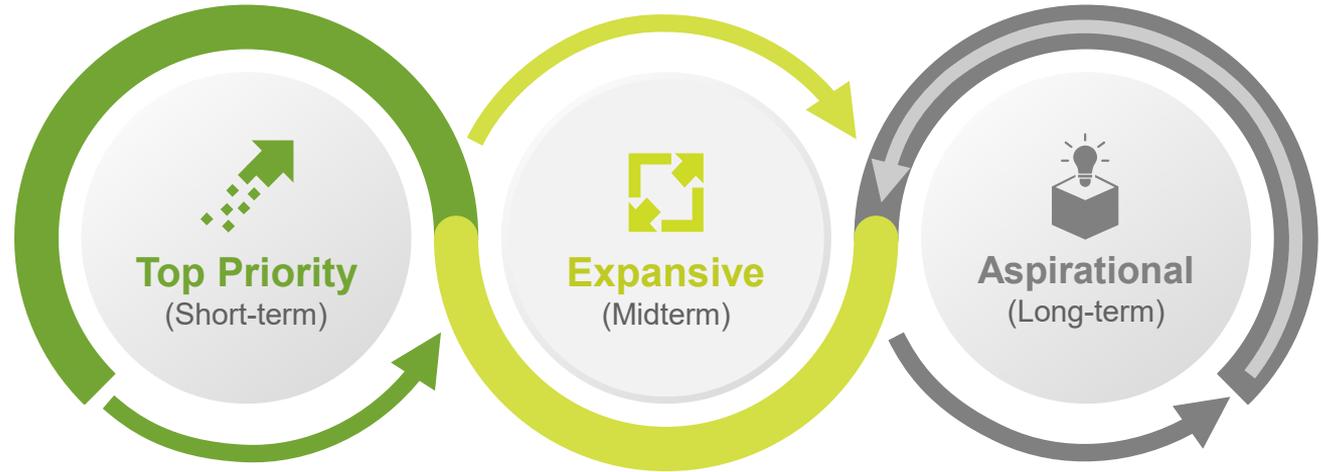
Don't Expect Growth Earn It with Customer Value

What does customer loyalty really mean in healthcare?

Today's Objectives - Learn How to:

- 1) Healthcare lens to customer loyalty, lifetime value, and share of wallet
- 2) Data sources to sharpen understanding of customers' desires, needs and behaviors.
- 3) Key metrics that reveal *near-term* opportunities to build lifetime value *for your customers*.
- 4) “No-regret” pilot that delivers early success, gains buy-in, and the ability to self-fund an initiative that delivers value, builds customer loyalty, and produces a return on investment/return on mission.

Loyalty-Centric Transformation Is an Agile, Stepwise Journey That Starts With Early Wins



Secure **no-regret, low-hanging fruit** to demonstrate early success, gain buy-in, and self-fund.

Introduce **customer-centric KPIs** and **evolve growth playbooks** with **loyalty-focused strategies**.

Implement **broader-scale** investments into **consumer-centric programs and services**.

Define a **consumer-focused leadership function** and embed **the vision throughout the organization**.

Pivot to **transform** your organization's **mindset**.

Adopt a **customer-first** view at the heart of **enterprise strategy, organizational structure and culture**.

The Pandemic Disrupted the Industry Economics in a Profound Way



The Traditional Approach to Differentiation Is No Longer Working



- **Clinical differentiation** is too difficult to achieve and not sufficient to win over the health care consumer.
- **Informed consumers** expect **frictionless solutions**; they make provider choices based on perceived value over referrals.
- **Disrupters** compete on **customer experience, relationships**.

Case in Point—Chicago Colonoscopy Market

WAIT:

6 to 10 months

Advocate
Health Care

Northwestern
Medicine

NorthShore
University
HealthSystem

WAIT:

5 days

NEED A GASTROENTEROLOGY
APPOINTMENT OR PROCEDURE?

Comprehensive
Gastrointestinal Health

SCHEDULE APPOINTMENTS NOW
with exceptional gastroenterologists

250%

Growth in Commercial
Market Share in

3 years

Status Quo Is Not an Option—It's the Path to Decline

Health Systems Must Act Now and Disrupt the Disrupter to Stay in the Game



Increase
the Overall Value



Decrease
Costs



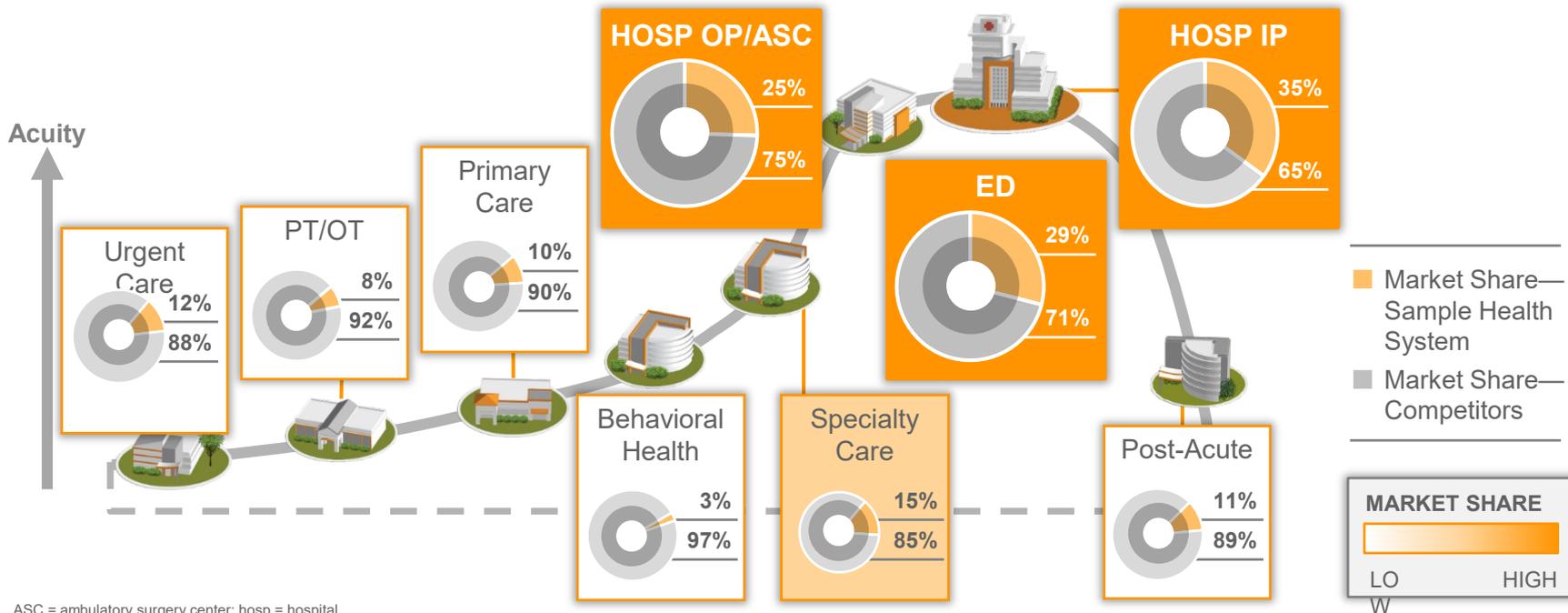
Attract and Retain
High-Value Customers

A redesigned business model is crucial for health systems to remain competitive and financially viable in the changing health care landscape.

Systems of CARE Have Been *Designed* to Capture Distinct Episodes of Sick Care with Market Share and Service Mix as the Core Goals



Sample Analysis: Market Share Across the System of CARE



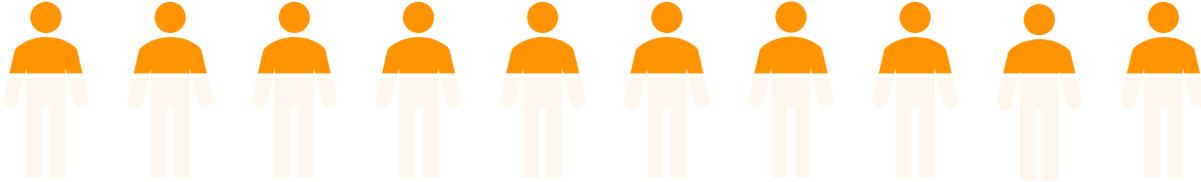
ASC = ambulatory surgery center; hosp = hospital.

Sources: Sample Health System; Commercial Data is sourced from: Proprietary Sg2 All-Payer Claims Data Set; IQVIA; Sg2 Impact of Change; Sg2 Analysis, 2023;

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What Does a Market Share of 30% Truly Mean?

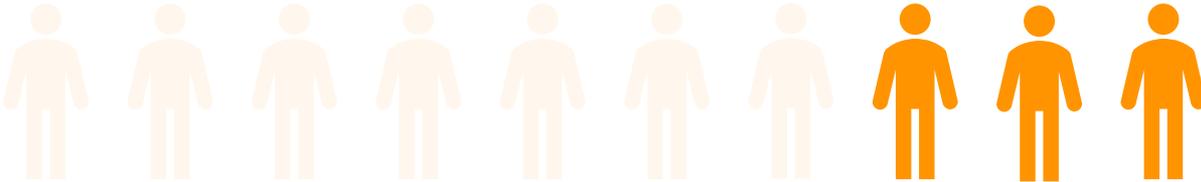
30% of
NEEDS



100% of
PEOPLE

OR

100% of
NEEDS



30% of
PEOPLE

The existing business model leaves health systems blind to the state of their customer relationships.



Transactional Care Has Led to Fragmented Patient Relationships and Overreliance on New Customer Acquisition

Share of wallet at a traditional health system over four years:



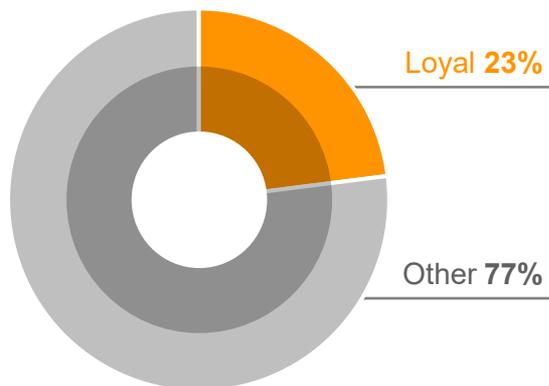
Health system focus has included building comprehensive Systems of CARE for coordinated care, yet consumers are not utilizing the system comprehensively.



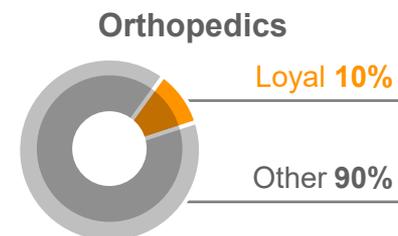
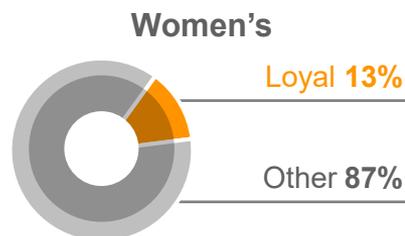
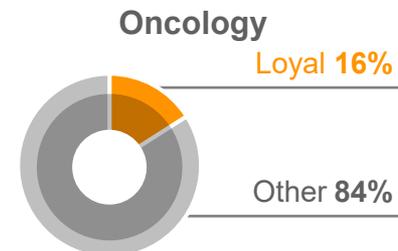
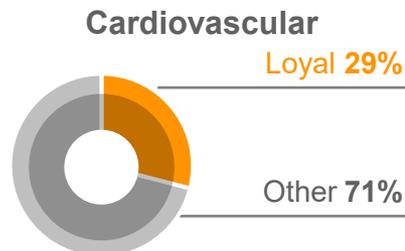
Only a Small Portion of Patients Tend to Be Loyal to a Single Health System...Even at the Level of a Service Line

Sample Analysis: Proportion of Loyal Patients Overall and by Service Line 2019–2022

OVERALL % OF UNIQUE PATIENTS

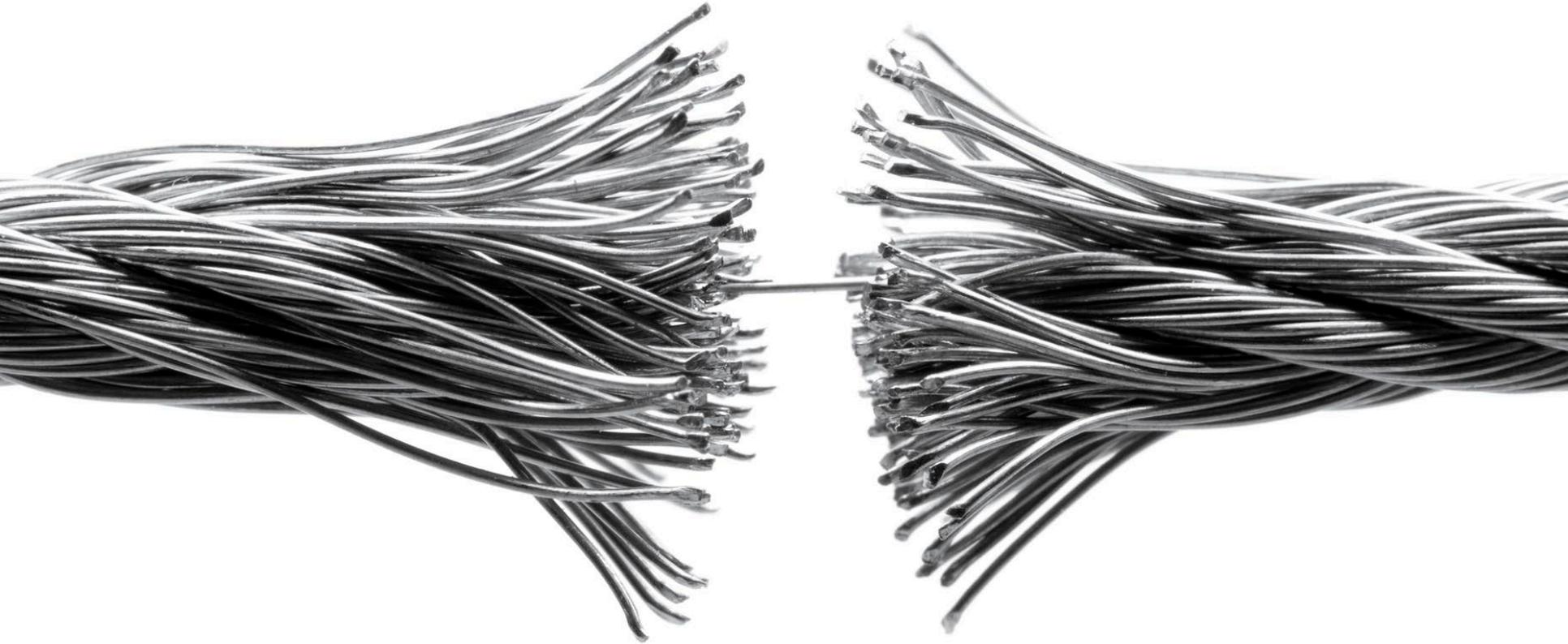


BY SERVICE LINE



Note: Loyal patients are those whose share of wallet is 75% or higher in revenue. **Sources:** Proprietary Sg2 All-Payer Claims Data Set; IQVIA; Sg2 Analysis, 2023.
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Broken Relationships = Broken Care Delivery = Huge Missed Opportunity



And Yet, the Longitudinal View of Customers' Value Reveals That Loyalty and Retention Are the Keys to Financial Sustainability and Growth



4-year **drop** in value of initially highest-value customers



4-year **increase** in value of initially lowest-value customers



Increase in likelihood of patient having top CLV **if loyal**

Shifting the mindset from episodic value to customer lifetime value *sets us free* to prioritize relationships over service mix.

Poll #1: Where is Your Organization in its Efforts to Drive Long-term Relationships and Loyalty?

- It is a key priority for us and we have obtained measurable results
- It is a priority, but we are still investigating where our low hanging fruit opportunities are
- We know it should be a priority, but we don't have the data to define our goals
- We don't have the necessary buy in across the organization for prioritizing loyalty strategies
- We have been too distracted by managing capacity shortages and negative margins

Measuring What Matters?

TRADITIONAL PERFORMANCE METRICS

Visit Volume

Inpatient Market Share

Revenue per Visit

Patient Acquisition Rate



CONSUMER ENGAGEMENT METRICS

Patient Retention

How effectively are we keeping current patients?

Share of Wallet/Loyalty

How well are we serving multiple needs of our patients?

Percentage of Loyal Customers

What portion of our existing patients come to us for majority of their needs?

Longitudinal Value

How are we serving our patients over time?

Traditional Focus:

Growing an Optimal Mix of Services

Transform to a Customer Strategy Mindset

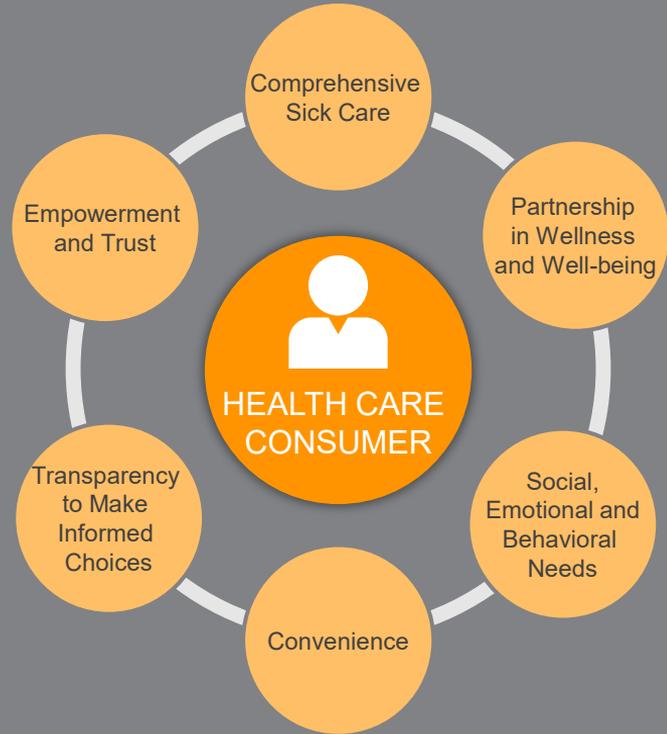
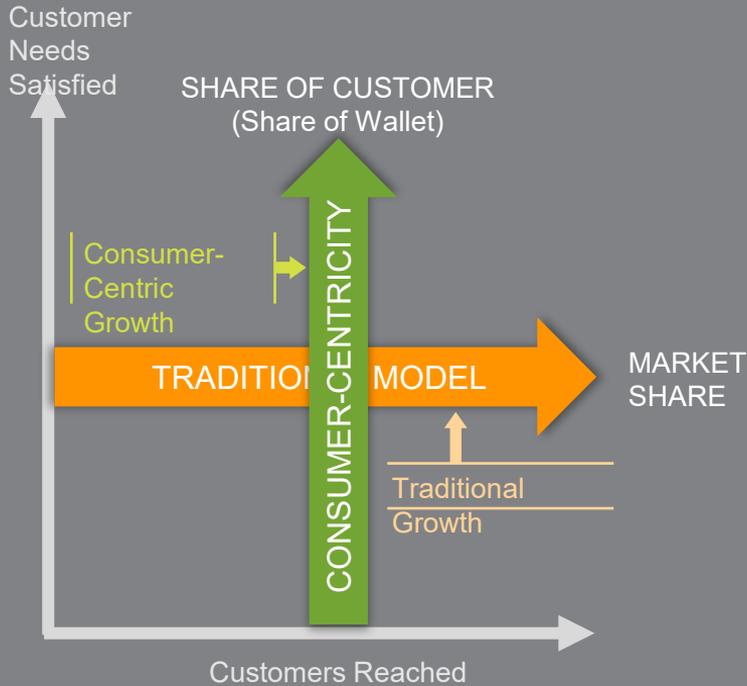
Customer Focus: Growing a Strong and Loyal Customer/Patient Base



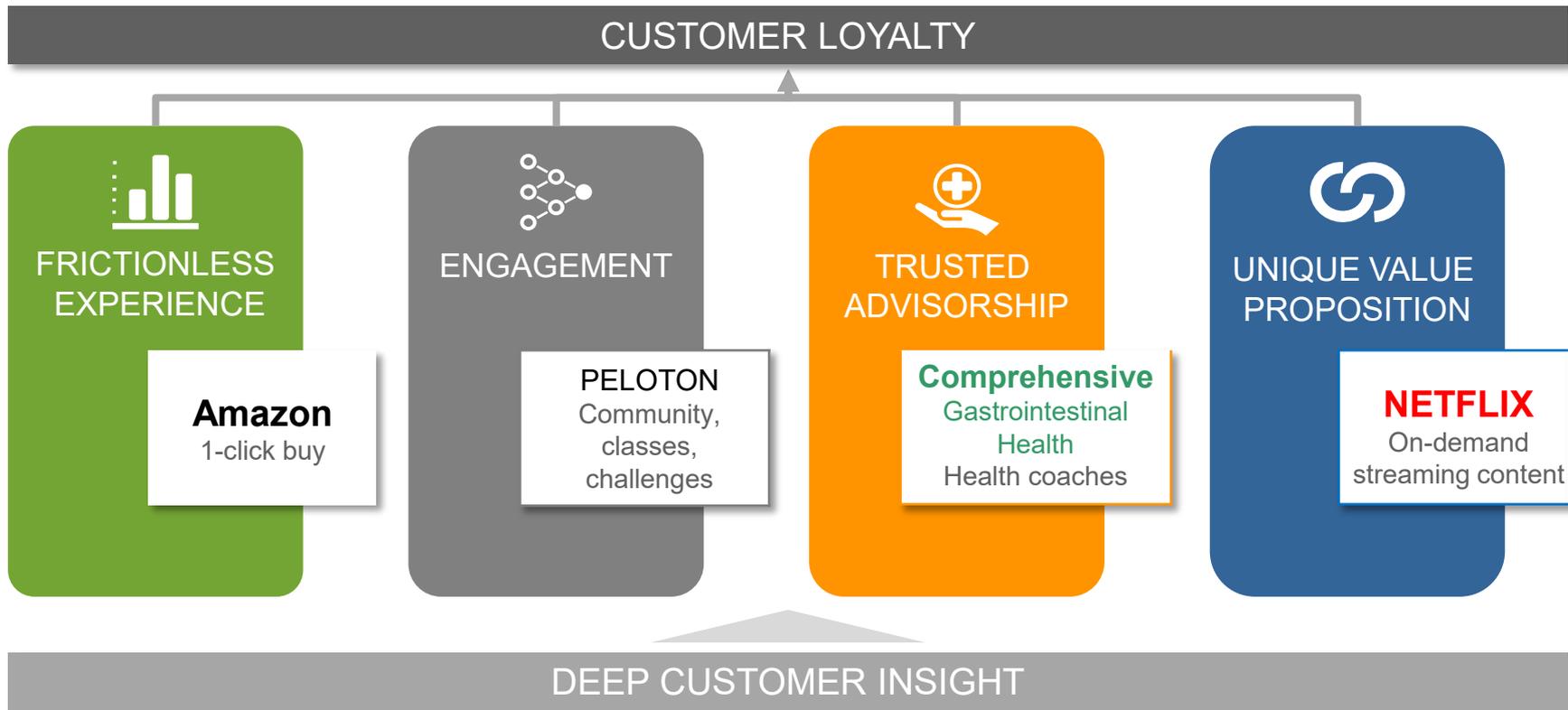
Lens of the
Customer Experience

Domains operate in concert to **ACQUIRE, RETAIN** and **EXPAND VALUE** to the **CORE CUSTOMER BASE.**

Earning Loyalty Requires a Comprehensive Approach to Serving the Diverse and Heterogeneous Needs of Health Care Consumers



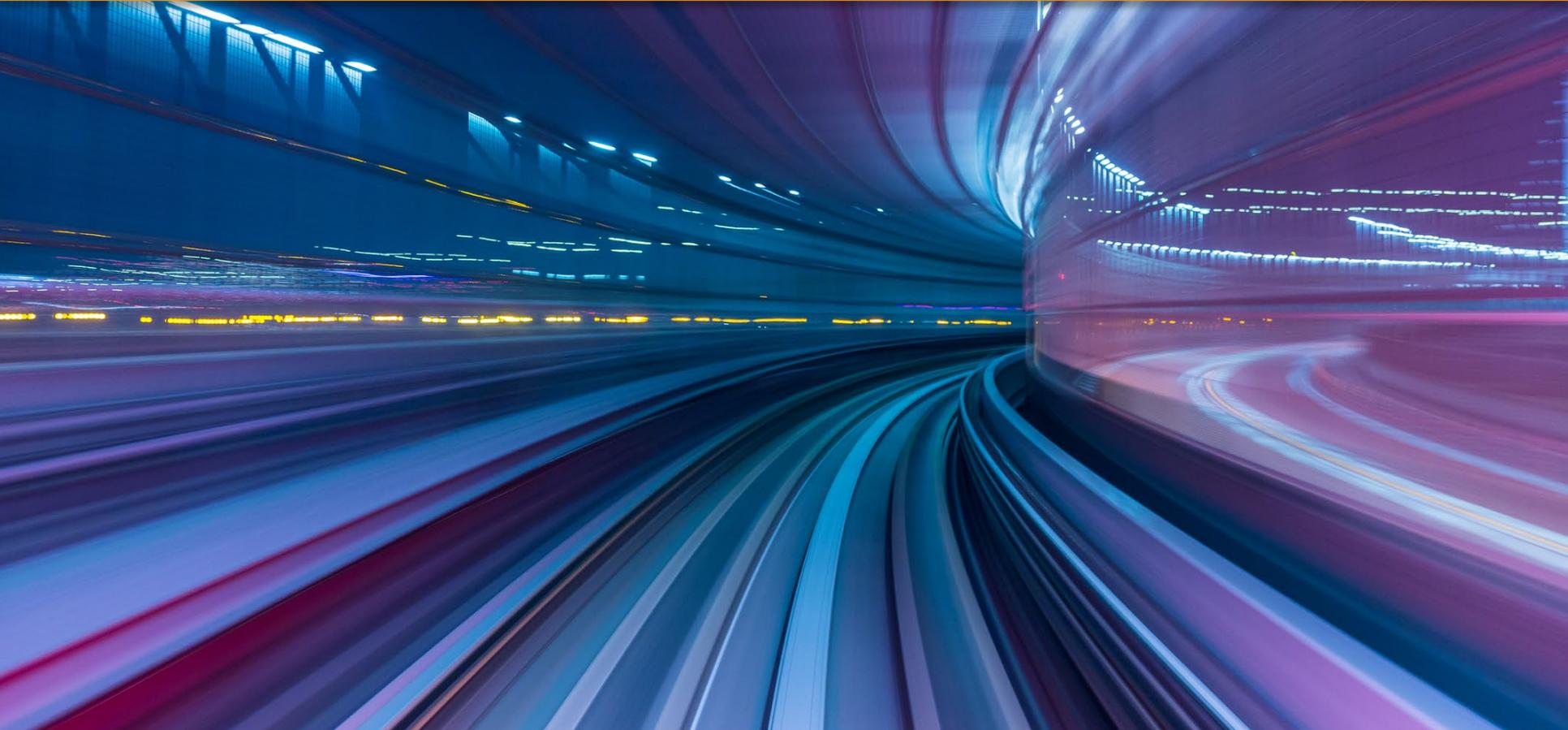
Loyalty-Driven Growth Playbook Requires Deep Customer Insight That Informs a New Array of Strategic Levers



Poll #2: Which strategic levers do you believe are the most effective starting points for your loyalty-driven journey?

- Removing Friction
- Driving Engagement
- Building Trusted Advisorship
- Going to market with an offering with a unique value proposition

Frictionless Experience



CASE STUDY

Fueling Growth and Value via Strategic Prioritization and Implementation of Access and Capacity Solutions

Archbold Medical Center + Tiller-Hewitt HealthCare Strategies



RESULTS

PERFORMANCE TOTALS: **12 MONTHS**

110
Capacity issues resolved

378
Duplications resolved

\$122M
Top-line revenue

\$34M
Incremental net revenue

19%
MRI increase

22%
CT increase

Identified MRI and CT as top leakage opportunities

Imaging growth team

Members

Access and referral issues identified and resolved

Engagement



CASE STUDY

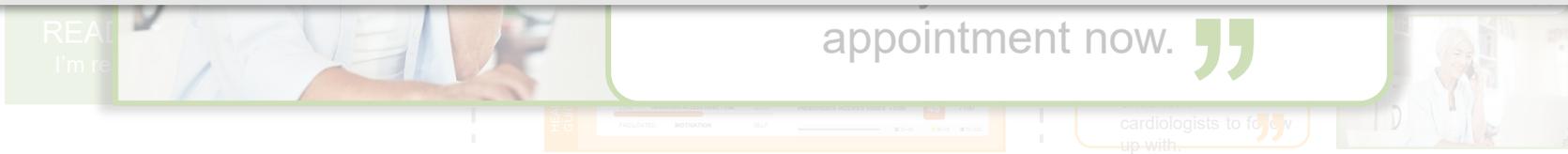
Propelling Patients Into Heart Valve Treatment Through Targeted, Personalized Engagement and Activation

ACADEMIC MEDICAL CENTER + SHAREMD CONNECT



RESULTS

PERFORMANCE TOTALS: **9 WEEKS**



AFib = atrial fibrillation. Sources: Sg2 Interview With ShareMD Connect, April 2023; ShareMD Connect and Sg2 Analysis, 2023.

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Trusted Advisorship



CASE STUDY

Wellness-Focused Access Channels Are the Road to Strong, Trust-Based Partnerships With Health Care Consumers

COMMUNITY HEALTH SYSTEM + Sg2

RESULTS

Built a strategic plan to engage with the priority high-value segments:

HIGHEST-VALUE PATIENTS

CHRONIC DISEASE PATIENTS

WOMEN

...by expanding footprint in PT/OT, behavioral health and alternative care as best opportunities to drive long-term engagement.



Identified opportunity to increase total revenue by 6%.

Sources: Proprietary Sg2 All-Payer Claims Data Set; IQVIA; Sg2 Analysis, 2023. Confidential and Proprietary © 2023 Sg2

Consumer Centricity Is Transformative, but It Requires Thinking and Operating Differently *Now*

Measure what matters: ingrain KPIs that reflect consumer-centric value and loyalty at top leadership levels

Embed the loyalty-focused growth levers into enterprise and service-line growth playbooks

Invest into deep, 360-degree consumer insight and feedback capabilities

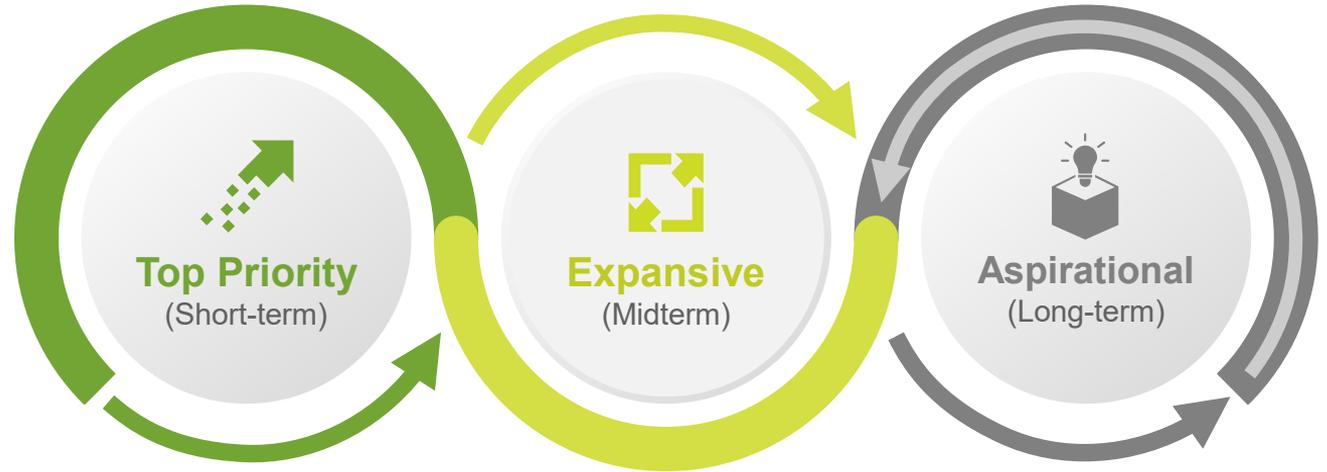
Ground value proposition in meeting consumers' comprehensive needs and pain points, not just delivering sick care services

Shift the growth mindset from growing market share to growing the share of your core customers' needs

Embrace outside-in approach to design informed by consumers, physicians and frontline staff



Loyalty-Centric Transformation Is an Agile, Stepwise Journey That Starts With Early Wins



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HEALTHCARE STRATEGIES

QUESTIONS?



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Speaker Bios





Yelena Bouaziz

Principal, Solution Strategy & Innovation
Sg2

Email: ybouaziz@sg2.com

Yelena is a seasoned thought leader, innovator, and trusted advisor to health system leaders across the country in transforming healthcare delivery into a deeply consumer-centric and value-driven system of health and wellbeing. As the solution leader in the Sg2's Consumer Innovation business unit, Yelena combines the most modern consumer practices from the retail sector with her deep knowledge of the healthcare industry and data analytics. Her expansive expertise helps health systems create a bold call-to-action and build the solutions providers need to execute on it. In this era of disruption, healthcare providers must shift the mindset from being institutions that deliver services to ones who build long-term customer relationships to deliver on their mission and thrive financially for decades to come. Yelena is dedicated to helping them achieve this.



Tammy Tiller-Hewitt FACHE

CEO

Tiller-Hewitt HealthCare Strategies

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Office: 618-651-8700

Speaker, Amazon #1 Best Selling Author and Industry Leader in strategic market share growth, Tammy Tiller-Hewitt is the founder, president and chief executive officer of Tiller-Hewitt HealthCare Strategies, a leading healthcare solutions company that specializes in rapid strategic growth, physician engagement, new provider integration for rapid ramp-up and long-term retention, results-oriented professional sales and outreach team development.

Tiller-Hewitt is a Fellow of the American College of Healthcare Executives, the nation's leading professional society for healthcare leaders. She is President-Elect of ACHE's Mid-America Healthcare Executives Forum, receiving the ACHE Recognition Award for her professional contribution to healthcare management excellence through volunteer service to ACHE.

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HEALTHCARE STRATEGIES

Solutions Appendix



Strategic Growth Readiness Assessment | Maximize Rapid Impact & Results

Tiller-Hewitt Healthcare Strategies has built the industry-leading process for assessing, developing and implementing successful, strategic growth programs. Our team delivers the data, structure and resources to generate strategic, rapid impact growth by finding hidden capacity, eliminating barriers to access, mitigating leakage and generating strategic referrals.

100% Of our assessments uncover substantial near-term strategic growth opportunities.

Which of these key findings from our Strategic Growth Readiness Assessments sound familiar?

- Lack of relevant data, insights and strategy
- Lack of stakeholder engagement and buy-in
- Access and capacity barriers in key service lines
- Operational and practice-level silos
- Staffing shortage, burnout and turnover
- Lack of internal collaboration and communication
- Inefficient physician relationship manager (PRM)
- Lack of marketing collaterals and referral tools
- Ineffective physician liaison / outreach program
- Inability to measure outreach return on investment

Assessment Process



Our extensive data analysis, stakeholder surveys and interviews engage key physician, leadership, clinical and operational stakeholders to gain early buy-in, plus quantitative and qualitative insights related to:

- Access, Capacity and Throughput
- Transition of Care Process
- Referral Data and Utilization
- Care Consolidation / Outmigration
- Referral Process and Workflow
- Physician Relations and Retention
- Geographic Footprint
- Marketing / Referral Tools
- Physician Liaison Program / Team Competencies

Assessment Deliverables

In partnership with leadership, Tiller-Hewitt will deliver a robust, rapid impact strategic growth playbook:

- Priority Service Line Growth Plans
- Provider Level Referral / Productivity Data Analysis
- Access and Capacity Rapid Cycle Process Improvement
- Physician Marketing and Referral Collateral
- Physician Sales, Outreach and Integration
- Physician Relationship Manager (PRM) platform

Rapid Results

Engaging our gold standard implementation and management services guarantees immediate, off-the-charts results and return on investment - even as the assessment is underway.

"Being skeptical at first, we immediately saw the high degree of engagement of our stakeholders and value of the 'slam dunk' results following close behind."

- CEO CHRISTUS St. Michael Health System

"Based on past success working with Tiller-Hewitt, I knew they would energize our team, gain early buy-in, and spark collaboration."

- President & CEO, Archbold Medical Center

For more information, please visit us online, call or email info@tillerhewitt.com.

| TILLER+HEWITT™ HEALTHCARE STRATEGIES ORGANIZATIONAL NEEDS & CHALLENGES | TILLER-HEWITT SOLUTIONS | | | | | | | | | |
|---|---------------------------------------|---|-----------------------------------|--|---|--|---|--|------------------------|--|
| | Strategic Growth Readiness Assessment | Strategic Growth Readiness Assessment, Planning & Execution | Service Line Growth & Development | Provider & APP Program Ramp-up & Retention | Physician Liaison Program Assessment / Documentation / Implementation | Sales Training Professional Consultative Needs-Based | Lean Process Improvement - Focused for Strategic Growth | Track+PLUS Physician Relationship Management & Referral Platform | Network Integrity Data | |
| Access, Capacity, Throughput Challenges | ✓ | ✓ | ✓ | | | | ✓ | | | |
| Business Development | ✓ | ✓ | ✓ | | ✓ | | | | | |
| Employed Physician Referral Leakage Mitigation | ✓ | | | ✓ | ✓ | | ✓ | | | |
| Financial Losses (Organizational and Physician Enterprise) | ✓ | | ✓ | | | | | | ✓ | |
| Issue Resolution Tracking / Accountability | | | | | ✓ | | | ✓ | | |
| Market Intelligence | | | | ✓ | | | | ✓ | ✓ | |
| Market Share Data | | | | | | | | | ✓ | |
| New Physician & APP Onboarding / Integration | | | | ✓ | ✓ | | | | | |
| Network Integrity - Care Consolidation | ✓ | ✓ | | | ✓ | | ✓ | ✓ | ✓ | |
| Outmigration in Key Specialties | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Physician & APP Mentorship | | | | ✓ | | | ✓ | | | |
| Physician & APP Recruitment | ✓ | | | ✓ | ✓ | | | | | |
| Physician & APP Retention | | | | ✓ | | | | | | |
| Physician Camaraderie and Mentorship | | | | ✓ | ✓ | | | | | |
| Physician Engagement | ✓ | | | ✓ | ✓ | | | | | |
| Physician Liaison Program Redevelopment | ✓ | ✓ | | | ✓ | | | ✓ | ✓ | |
| Physician-Hospital Relations | ✓ | ✓ | ✓ | | ✓ | | | ✓ | | |
| Rapid Ramp-up of New Physicians & APPs | | | ✓ | ✓ | ✓ | | ✓ | | | |
| Referral Data (Internal & External) | | | | | | | | ✓ | ✓ | |
| Service Line Development | ✓ | ✓ | ✓ | | ✓ | | | | | |
| Specialty & Service Line Growth | ✓ | ✓ | ✓ | | ✓ | | | | | |
| Strategic Growth Plan Development | ✓ | ✓ | ✓ | | ✓ | | | | ✓ | |
| Strategic Market Share Growth | | ✓ | ✓ | | ✓ | | | | ✓ | |
| Strategic Plan Execution | | ✓ | ✓ | | ✓ | ✓ | | | ✓ | |
| Training for Leaders of Physician Liaisons / Outreach Teams | | | | | ✓ | ✓ | | | | |
| Training for Physician Liaison/Outreach Teams | | | | | ✓ | ✓ | | | | |

TILLER-HEWITT RESULTS

ARCHBOLD MEDICAL CENTER

TILLER-HEWITT™
HEALTHCARE STRATEGIES

CASE STUDY

Strategic Growth Readiness Assessment Tees Up \$122 Million Revenue Growth

Tiller-Hewitt's Strategic Growth program 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

Year 1 Return on Investment



"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 hardware as an organization driving sustainable strategic growth."

Darcy Draven
President and CEO
Archbold Medical Center

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 prepare for and execute the rapid recovery 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 help them:

- 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 referrals

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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.

Integrated Approach to Strategic Growth Readiness

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

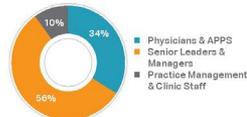


Strategic Growth Readiness Assessment

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

- Nearly 300 Archbold stakeholders participated in the survey and interviews – including approximately 100 physicians and 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.

Early Engagement and Buy-In



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Professional Outreach Program

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

- Structured the physician outreach program
- Recruited and trained remote-oriented professionals with consultative sales techniques and exceptional relationship-building skills
- Managed the data-driven outreach strategy

Professional Outreach Results



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HEALTHCARE STRATEGIES

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

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.

Create Priority Service Line Growth Plans

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. They 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

Identify & Implement Priority Process Improvement Projects

Tiller-Hewitt also identified areas where process improvement (PI) projects were needed to enhance access and capacity. Lean value stream mapping uncovered 378 duplications and bottlenecks in 25 disparate medical specialty referral processes, and streamlined them 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 touchpoint – to resolve 110 access and capacity issues, and refine the referral process, including implementing a preauthorization program.

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

Specialty Referral Process Improvement



Imaging Performance Improvement Event



Double-Digit Imaging Growth



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TILLER-HEWITT RESULTS – LAKE CHARLES MEMORIAL HEALTH SYSTEM

TILLER-HEWITT™
HEALTHCARE STRATEGIES

CASE STUDY

Partnership Rapidly Generates \$24.3 Million in Strategic Growth

Lake Charles Memorial Health System (LCMH) and Memorial Medical Group (MMG) partnered with Tiller-Hewitt HealthCare Strategies to identify and rapidly realize \$24.3 million in incremental net revenue growth for strategic services and specialties offered within the system by:

- Delivering extensive data analysis and market research insights to prioritize areas of focus
- Creating immediate and intermediate strategic growth plans for areas of opportunity
- Unlocking latent capacity by identifying and creatively solving access barriers to become the "path of least resistance" for providers and patients
- Developing and executing an outreach strategy that clearly differentiates key service lines in the defined markets
- Executing a data driven physician liaison program to generate referrals and drive rapid, consistent, strategic revenue and market share growth

Tiller-Hewitt delivered measurable, strategic results in the near term and positioned LCMH for sustainable growth far into the future. Through their Rapid Impact Strategic Growth solution, Tiller-Hewitt created a collaborative, data-driven process that hardwired a strategic growth mindset, efficient processes and delivered immediate return on investment.

Year 1 Return on Investment



**Lake Charles
Memorial
Health System**

"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, MBA
President and CEO
Lake Charles Memorial Health System

TILLER-HEWITT™
HEALTHCARE STRATEGIES

Challenge

Lake Charles Memorial Health System's position as market leader was at risk because of over \$100 million of outmigration from their medical group to local competitors for services LCMH offers.

LCMH faced unrivaled challenges. At the same time America faced the pandemic, their community additionally endured two hurricanes, flooding and historical freezing, becoming known as "the most weather-battered city in America." The organization also confronted industry-wide headwinds: workforce challenges, shrinking margins, high capital costs and rising competition.

Many health systems nationwide cite "lack of capacity" among their top challenges to growth. But very often, front-end issues like patient access delays, and other challenges in clinics and ancillary services, create an illusion that an organization lacks capacity. The fact is, capacity can be unlocked through a 360 degree approach to uncover inefficient processes, solve access bottlenecks before they become chokepoints, engage providers and their staff, ramp-up new providers rapidly, and execute professional outreach focused on strategic growth.

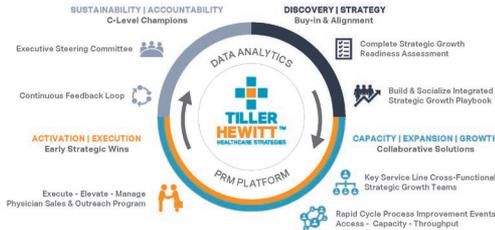
Solution

To protect and grow their competitive advantage in the face of these unprecedented challenges, the new Chief Executive Officer engaged Tiller-Hewitt shortly after arriving in his new role. In partnership with members of the LCMH C-suite, Tiller-Hewitt quickly got to work assessing, designing and executing a high-performance Rapid Impact Strategic Growth solution to improve patient access, increase referrals and drive volume to strategic service lines and specialties.

The CEO also engaged Tiller-Hewitt to transform MMG's new provider onboarding process from a brief and disjointed "drinking from the firehose" experience into a robust, system-wide coordinated, year-long provider integration program that includes mentorship and family integration.

Rapid Impact Strategic Growth Solution

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



TILLER-HEWITT™
HEALTHCARE STRATEGIES

Physician Liaison Outreach Put "Boots on the Ground" and Built Trust

Development and execution of the data-driven physician outreach strategy

TILLER-HEWITT™
HEALTHCARE STRATEGIES

Strategic Growth Readiness Assessment: Discovering the "What and Why"

Tiller-Hewitt combined extensive quantitative referral and claims data analysis with qualitative insights gained through stakeholder surveys and interviews. They discovered untapped

+\$100 Million Opportunity
Estimated MINIMUM Annual Outmigration
Top 5 Barriers Preventing

Rapid Improvement Wins

| Improvement: Developed add-on-door access solutions for high-margin service lines | Improvement: Completed patient access improvement action items | Improvement: Enhanced patient, provider and staff experience |
|--|--|--|
| <ul style="list-style-type: none"> Result: Decentralized Patient Registration for Infusion Chemotherapy Result: Pre-admission Center for GI and Pulmonary located between practices Result: Immediately increased access and unlocked latent capacity | <ul style="list-style-type: none"> Result: Reduced registration wait-times by nearly 70% from 2.5 hours to 40 minutes Result: Created 30 additional cardiology procedure slots per week including some same day availability | <ul style="list-style-type: none"> Result: Reduced the number of questions asked during scheduling and registration Result: Facilitated communication and collaboration through office scheduler events Result: Simplified ordering with multiple provider referral tools Result: Improved patient experience with multiple new tools developed for easier access and wayfinding |



At the same time, Tiller-Hewitt created priority 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 to promote enhanced services and easy-to-use referral tools to amplify access for referring physicians, office teams and patients.

TrackerPLUS PRM SOLUTION

TrackerPLUS⁺

+ POWERED BY TILLER-HEWITT HEALTHCARE STRATEGIES

| FEATURE | BENEFIT | BENEFIT | BENEFIT |
|---|---|---|---|
| EMR Referral and Volume Data Dashboard | Track the areas of the highest growth and greatest declines by specialty and provider. | Filter all data points by hospital, provider, liaison, and time period to track individual efforts. | Quickly identify shifts in referrals and volume by specialty and provider. |
| Issue Resolution & Opportunity Management | Immediately record and report in field issues/opportunities. | One-click escalation of issues to responsible leaders. | Automatically monitor reporting of issue resolution progress. (Solved/Open) |
| Liaison Activity Dashboard | Customize the dashboard with widgets and graphs. | Review issues and encounters per liaison. | Click-through for more details. |
| Physician / Practice Demographic | Preload all demographic information based on provider master. | Filter by any demographic data point. | Make real-time edits as changes are found in the field. |
| Physician Relationship Management Call / Data Tracking | Enter encounters, activities and issues simultaneously in seconds. | Web based and mobile optimized – work from a phone, tablet or computer. | Spend less time documenting and more time with physicians. |
| Pre-Call Planning | Fast pre-call planning process that converts to encounter note. | Eliminate redundant, manual entries. | Quick reference of current initiatives and referral volume. |
| Reporting | Track activity and measure ROI with robust reporting. | Download monthly reports for internal referral and volume data. | Download into PDF for quick print or Excel for further manipulation. |
| Stark Tracking Non-monetary Compensation Tracking Capabilities | Easily track physician expenditures. | Allocate by number of providers in attendance related to expenditure. | Produce provider summary and detailed by-provider reports. |
| Timely & Relevant Internal Referral & Volume Data | Import internal referral and volume data monthly for easy access and rapid response. | Data-driven physician targeting and prioritization of outreach activities. | Track and report ROI on liaison outreach efforts. |
| Track Action Items | Set up reminders associated with action items. (Birth dates, deadlines, due dates, next call, etc.) | Filter electronic to-do lists by date and completion status. | Build accountable action plans for issue resolution. |

866-651-8701
www.tillerhewitt.com

TrackerPLUS⁺

INTELLIGENCE & PRM PLATFORM

A Faster, Better Physician Relationship Management Solution

Equip your team with powerful tools for strategic growth. The **TrackerPLUS Intelligence and Physician Relationship Management (PRM)** platform makes it faster and easier to drive revenue and demonstrate value. You will be more effective as you develop and execute your organization's strategic growth and physician engagement initiatives.

Other platforms burden hospitals and physician organizations with lengthy implementations and minimal ongoing support. Tiller-Hewitt delivers stress-free implementation and a team of subject matter experts who provide comprehensive ongoing referral pattern review, liaison workflow expertise and strategic guidance to help you maximize your outreach efforts.

"By far the most user-friendly system I have seen in over 10 years as a physician liaison and working with liaisons across the country. The customization and customer support are second to none!"

Focus on Strategic Growth and Accountability with Data Insights



"Liaisons always need more time in the field. This makes it easier to keep everyone on the same page, initiatives moving forward and issues getting resolved."



866-651-8701

www.tillerhewitt.com

Growth Strategy Physician Integration

Long-term retention starts way before and goes way beyond recruitment

01 | Rapid Ramp-Up – Internal Collaboration

02 | Provider Mentorship Program

03 | Family Integration Program

04 | Long-Term Engaged Productive Providers



TILLER+HEWITT
HEALTHCARE STRATEGIES

CASE STUDY | OnboardLIFE® Improves Engagement, Productivity And Retention

Challenge
The practice had a high turnover rate from new recruits, and the majority of new hires were leaving within the first 90 days. The practice was struggling to find and retain the right talent. The practice was also facing a shortage of family physicians and the practice was struggling to find and retain the right talent. The practice was struggling to find and retain the right talent.

OnboardLIFE
The OnboardLIFE program was implemented at Dayton Children's Hospital. The program was designed to improve the onboarding process for new hires, from recruitment to ramp-up. The program was designed to improve the onboarding process for new hires, from recruitment to ramp-up. The program was designed to improve the onboarding process for new hires, from recruitment to ramp-up.

Results
The practice reported a 15% increase in new hire retention at 90 days. The practice reported a 15% increase in new hire retention at 90 days. The practice reported a 15% increase in new hire retention at 90 days.

TILLER+HEWITT
HEALTHCARE STRATEGIES

CASE STUDY | HealthLead360® Accelerates Physician Credentialing and Pay the Price

Challenge
The practice was struggling to find and retain the right talent. The practice was struggling to find and retain the right talent. The practice was struggling to find and retain the right talent.

HealthLead360
The HealthLead360 program was implemented at Christus St. Michael Health System. The program was designed to accelerate the credentialing process for new hires. The program was designed to accelerate the credentialing process for new hires. The program was designed to accelerate the credentialing process for new hires.

Results
The practice reported a 20% increase in new hire retention at 90 days. The practice reported a 20% increase in new hire retention at 90 days. The practice reported a 20% increase in new hire retention at 90 days.

TILLER+HEWITT
HEALTHCARE STRATEGIES

CASE STUDY | Health in Class Onboarding Leads Improved Satisfaction and Performance

Challenge
The practice was struggling to find and retain the right talent. The practice was struggling to find and retain the right talent. The practice was struggling to find and retain the right talent.

Health in Class
The Health in Class program was implemented at Sound Physicians. The program was designed to improve the onboarding process for new hires. The program was designed to improve the onboarding process for new hires. The program was designed to improve the onboarding process for new hires.

Results
The practice reported a 10% increase in new hire retention at 90 days. The practice reported a 10% increase in new hire retention at 90 days. The practice reported a 10% increase in new hire retention at 90 days.

TILLER+HEWITT
HEALTHCARE STRATEGIES

Do your physicians help you "seal the deal" or torpedo a wonderful offer?

Challenge
The practice was struggling to find and retain the right talent. The practice was struggling to find and retain the right talent. The practice was struggling to find and retain the right talent.

Hospital Review
The Hospital Review program was implemented at Christus St. Michael Health System. The program was designed to improve the onboarding process for new hires. The program was designed to improve the onboarding process for new hires. The program was designed to improve the onboarding process for new hires.

Results
The practice reported a 15% increase in new hire retention at 90 days. The practice reported a 15% increase in new hire retention at 90 days. The practice reported a 15% increase in new hire retention at 90 days.

TILLER+HEWITT
HEALTHCARE STRATEGIES

Building Effective Dysd Teams: A Shared Path to Strategic Growth

Challenge
The practice was struggling to find and retain the right talent. The practice was struggling to find and retain the right talent. The practice was struggling to find and retain the right talent.

Results
The practice reported a 25% increase in new hire retention at 90 days. The practice reported a 25% increase in new hire retention at 90 days. The practice reported a 25% increase in new hire retention at 90 days.

PhysicianIntegration⁺

POWERED BY TILLER-HEWITT HEALTHCARE STRATEGIES



Opportunities/Challenges

- Rapid Growth | 75 Annual Recruits
- <10% Experienced Best Practice
- Disparate/Duplicate Processes
- Slow Ramp-up to Productivity

Results - Featured Publications

- 75+ Participated
- 38 Value Stream Maps
- 142 Action Improvements Discovered
- Master Check List
- 40 Virtual Mentorship Matches (COVID)



- Rapid Growth | 100 Annual Recruits
- Connectivity/Communication
- Retention Safeguards
- Physician Comradery

- 100+ Participated
- 50 Provider Interviews
- 200 Action (Improvement) Items
- Master Check List
- Mentorship Program



Liaison Program Launch
onboardPLUS Program
Expanded Outreach Team

- Difficulty Recruiting
- Slow Ramp-Up
- High Turnover
- Slow Credentialing Process
- Lack of Internal Collaboration

- Recruited + 150 Peds Subspecialists
- From 14 to 5 months
- From 11.5% to 2.7%
- From 322 to 84 days
- Mentorship Program

healthleaders

BECKER'S
HOSPITAL REVIEW



Named Top 100 Hospital
for
"SPEED OF IMPROVEMENT"

- Impasse Between Organizations
- Poor Recruitment/Retention/Staffing
- Toxic Provider Burn-out /Treatment
- Generational "Factions"
- Financial Losses

- Reunited in Mission
- Immediately Retained 2 Hospitalists
- Fully Staffed Provider Team
- Mentorship Program
- Reduced LOS/Re-Adm
- Geo-Rounding Instituted

IBM Watson Health.



New Rapid Impact Growth Solution



SUSTAINABILITY | ACCOUNTABILITY
C-Level Championship

DISCOVERY | STRATEGY
Buy-in & Alignment

Continually Engage an Executive Steering Committee

Create a Continuous Feedback Loop

Monitor Real-Time Market Movements & Execution Successes

ACTIVATION | EXECUTION
Rapid Strategic Wins

Activate Direct to Consumer Program

Execute - Elevate - Manage Physician Sales & Outreach Program

Complete Strategic Growth Readiness Assessment

Identify & Segment Market-Level Consumer Demand

Build & Socialize Integrated Strategic Growth Playbook

CAPACITY | EXPANSION
GROWTH FOUNDATIONS
Collaborative Solutions

Deploy Rapid Cycle Process Improvement Events
Access - Capacity - Throughput

Assemble & Empower Cross-Functional Strategic Growth Teams within Key Service Lines



Execute collaborative growth across operational, marketing & sales functions