

Chesapeake UROLOGY

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case study

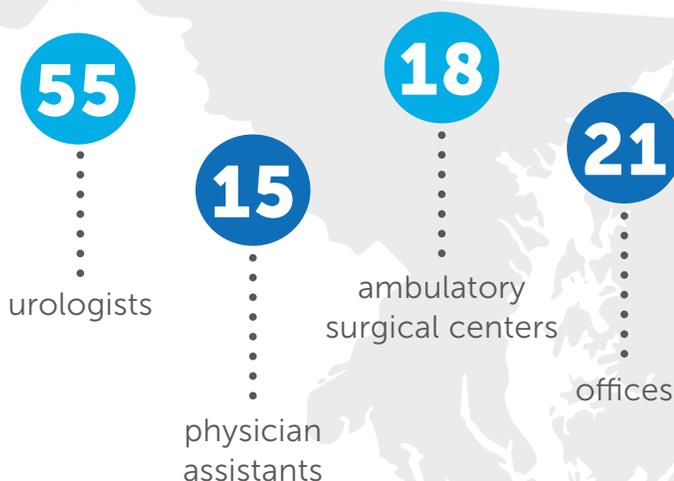
Provider Profile

Chesapeake Urology Associates (CUA) formed in 2006 when Dr. Sanford Siegel, president of the original CUA, brought together his practice of 14 physicians with the 15 doctors from Maryland Urology Associates (MUA), plus 7 additional physicians from the area. Dr. Siegel and Drs. Smyth and Lerner, heads of the other groups, shared a vision of expanded and improved services for their patients, as well as more control over the group's relationships with patients, hospitals and insurance companies.

Executing on that strategy has helped the group grow into the largest urology practice in Maryland and the mid-Atlantic region. They provide a comprehensive array of urologic services to patients in the region and across the country, many of whom travel long distances to receive CUA's advanced treatments.

Since CUA began using Marketware's suite of products, they have made bottom line- impacting decisions as a result of the improved PRM and actionable business intelligence made available through Ascend and Scout.

The practice now houses 55 urologists and 15 physician assistants working across 21 offices and 18 ambulatory surgical centers spread throughout Maryland.



Challenge

As the practice rapidly moved into new territories, tools were needed that could help 1) locate physicians who can provide strategic partnerships, 2) track referral patterns to build loyalty, 3) refine and standardize the process of physician outreach to increase efficiency and profitability, 4) utilize data to support growth strategies, identify new and existing opportunities and improve ROI.

Solution

- Market intelligence from claims data, EHR/EMR displayed in aesthetic, user-friendly dashboards.
- Data analysis tools to research competitors and optimal physician recruits when opening new locations.
- Planning, tracking and reporting features in a relationship management tool specifically designed for healthcare.

Results

- Key players—from marketing, to business development, to executive teams—can assess competition by seeing top referring physicians and how much volume and revenue they're contributing individually. Identified referral partners tied to non-CUA providers contributed to 200% referral increase for the practice.
- Growth strategy assumptions can be adjusted based on market analysis data, which showed CUA already had market dominance in a potential area for a satellite office and saved them millions in operational dollars.
- Ramping up in new territories has been made more efficient through the use of: Ascend, Marketware's physician relationship management (PRM) software and Scout, Marketware's data analysis tool.
- ROI has been trackable and demonstrable through Marketware product features and compatibility with Google, Microsoft, etc.
- Physician outreach teams can use mobile devices to track progress daily from the field.

Uses Data Analysis to Expand into New Markets

After serving Maryland for 10 years, Chesapeake Urology expanded to cover the mid-Atlantic region, and is now broadening its reach to patients nationally. Success has come from the founders' commitment to attracting and retaining the best physicians and support staff, and investing in innovative diagnostic and treatment technology. They provide a care experience that includes comprehensive urology services provided by talented urologists with training in various subspecialties, including pediatrics, oncology, uropathology and reconstructive surgery.

The practice has successfully entered new markets, but not without encountering obstacles. As with any specialty practice trying to establish itself in new areas, CUA was faced with the challenge of developing a patient base through the various referral sources in the area.

Ryan Swailes, CUA physician liaison and key player in facilitating their expansion, understood that the old standard methods of physician outreach weren't going to yield the desired results. He saw the need for a strategy that would target the right referral sources in new markets and knew he needed a solution that would provide two critical missing elements: information and organization.

Finding the Right Tools for the Job

As with most physician liaisons, Ryan spends much of his day in the field or on the phone, communicating with physicians to recruit them for his practice, establish them as a referral source or retain their current business. Those invaluable efforts to build physician relationships can be difficult to track, and that's where Marketware comes in.

Ryan has come to depend on the organizational features of Ascend, Marketware's PRM, to keep his outreach efforts focused and efficient, particularly when moving into new territories. Because Ascend is the only PRM built specifically for the unique needs of relationship managers working in healthcare, it provides practical solutions that

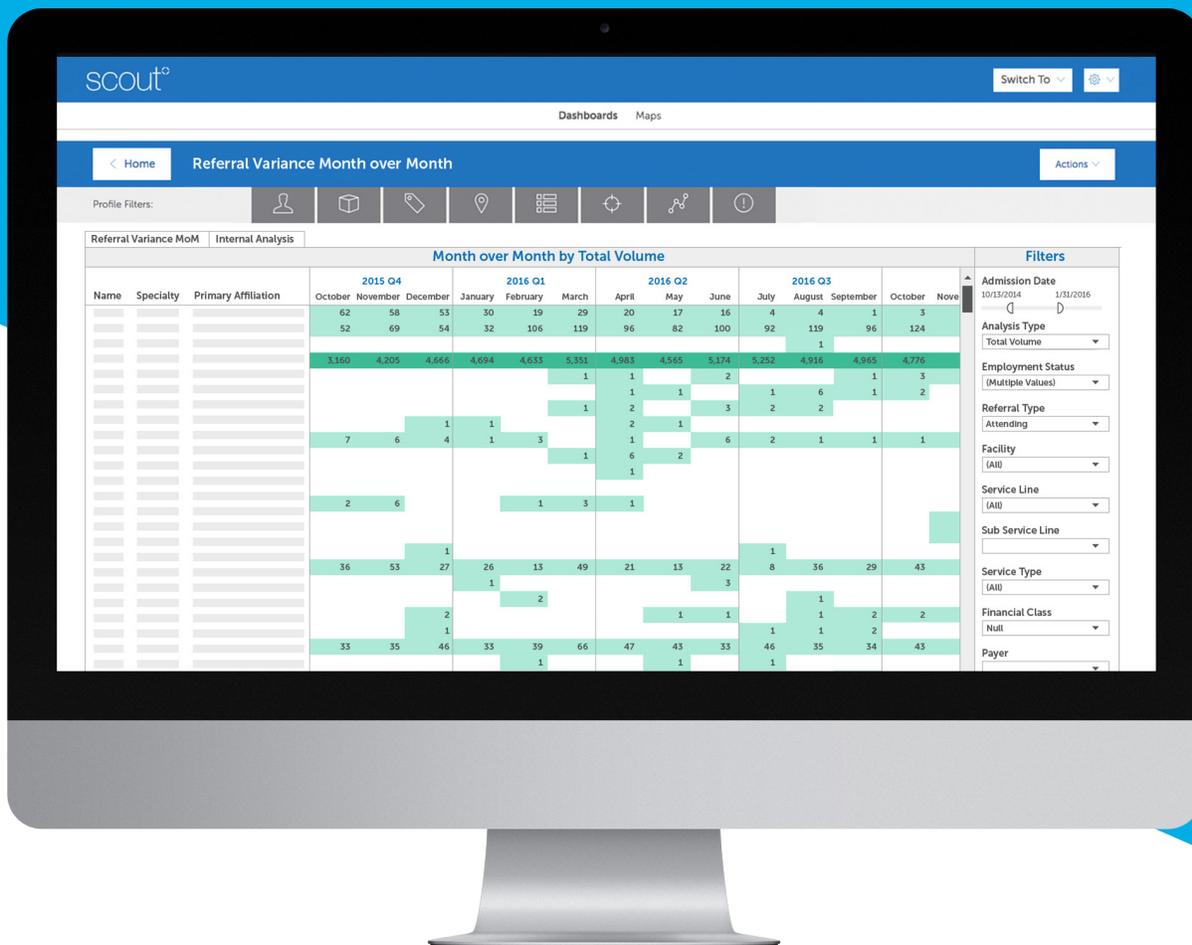
other, relationship management tools do not. Before discovering Marketware, Ryan used Salesforce, but was often frustrated with the workarounds necessary to store physician-specific information.

Ascend also provides actionable, understandable data analysis, where other PRMs do not. And Marketware's data analysis solution, Scout, is fully integrated into Ascend. So using the data points available through claims data and internal data EHR/EMR, Ryan can discover untapped market share in his territories, assess which physicians most urgently need outreach and form strategies that yield high ROI.

"We used Salesforce...I could set it up similar to what I needed, but it just couldn't give me the data I needed to see: Is this internist who said they sent us every patient, are they really giving me the whole picture? With Marketware, I can drill down & see everyone that internist is really sending patients to."

Harnessing the Power of Data to Build Sustainable Referral Relationships

When moving into any new territory, the key to success is preparedness. In the past, much of that prep work at Chesapeake Urology was done without the aid of data analysis tools, making it difficult to research physician behaviors. Ryan hoped to change that when he recommended to his leadership team that they implement Marketware. When searching for PRM to replace Salesforce, he immediately realized the impact Ascend's PRM and Scout's data analysis solutions could have on outreach. He was able to demonstrate to leadership that with Marketware:



- Due diligence before moving into new territories would be simpler and more reliable
- The integration of Scout’s powerful data analytics into Ascend, could provide insight into his markets with the click of a few buttons on his laptop or phone
- Data analysis displayed in color-coded dashboards would allow him to track and easily demonstrate ROI

Having access to market data has given Ryan a competitive edge when it comes to getting new practice locations up and running quickly, and he says, “Marketware has especially helped me in areas where I’m unfamiliar with the market and where we’re ‘the new kids in town.’ We put a new office in Montgomery County, Maryland, where there was an established urology group, and I’ve been able to look into their urologists, find their network connections and go after their top people. Marketware really helps me hone in on the people I need to spend the most time with.”

Ryan can use the data in Scout to understand physician challenges and position CUA as the best referral partner. Those insights into each physician’s needs have helped him make every communication as meaningful as possible.

Forming a Plan, Executing a Strategy

Business intelligence offers Ryan significant competitive advantage, but that isn’t enough. In addition to physician insight from claims and internal data, he needs to plan, track and measure outreach efforts using that information. Ascend is his go-to for those needs.

According to Ryan, Ascend has allowed CUA to make several improvements to their physician outreach program. Particularly when expanding into a new territory, Ryan has used Ascend, coupled with market data pulled in from Scout, to be more strategic with his deployment of liaisons. He can see all the doctors in a region who are referring to urologists, as well as their referral volume, revenue and payer mix. He can even mine the data for service line-level information, giving him more insight into how best to approach specific physicians.

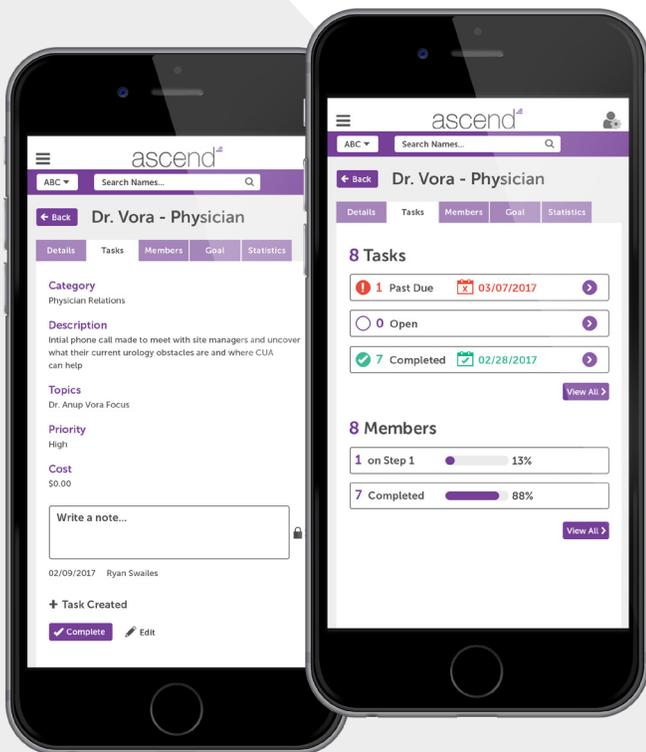
When it comes to reaching physicians on a more personal level, Ryan can improve service by leveraging the product’s customer service management features. By logging

his communications in activity tracker, physicians are reassured he's aware of their specific needs and challenges and working to address them -- whether he's made a visit, a follow-up call or emailed. Most importantly, these capabilities are all available through a mobile app, which Ryan classifies as Ascend's most appealing feature. He can take what he needs wherever he goes, which is crucial to liaisons like himself who spend so much time on the road.

Sharing Information, Proving Value

Expanding into the mid-Atlantic region has been exciting for CUA, but it has also come with new challenges, such as managing the collaborative nature of physician recruiting and retention when growth is rapid. One way CUA has

The feature I rely on most is the mobile app. I'm always out in the field, & I'm very particular about tracking my calls & visits



mitigated this challenge is by using Ascend and Scout to share information between departments.

For example, Pat Schnably, VP of Marketing & Communications at CUA, frequently uses Scout to assess market share, particularly how they stack up against their biggest competitors. Not only can Pat see how Chesapeake Urology is performing compared to other urology providers in the area, but she can also evaluate how CUA's incoming referral volumes and revenues are trending over time. She can then cross-reference the outreach efforts being tracked in Ascend by the physician relations team. Spikes in referral volume, or patients coming in from first-time referrers, can often be directly correlated to increased outreach activities in the time leading up to those referrals. Downward trends in referral patterns can also be spotted in Scout and shared with the liaison responsible, who can then reach out to address the physician's needs.

This interdepartmental information sharing enabled by Marketware product's have been a key advantage for CUA, and has allowed them to position themselves strategically in new markets as they've expanded across the U.S.

Key Takeaways

Growth in your practice is possible, just as it's been for Chesapeake Urology Associates. Consider these tips:

- When looking for new referral sources, be sure to use available market data to target the right physicians who will best fit your practice.
- Market data, when combined with your practice's internal data, can give insight into what your physicians might need from your practice, and will help you develop a plan to make your outreach more effective.
- Strategic conversations with your providers will demonstrate that you understand their specific challenges and want to help resolve them.
- Healthcare specific PRM allows physician liaisons to better track activities, making their efforts more impactful, and 2) the considerable value of their role to practice growth and ROI more recognizable.
- When you invest in a relationship management tool, make sure it meets the unique demands of your physician outreach professionals, including mobile access and claims data integration.