



Analytics to Answers

PointRight

# ***Developing a Robust Pipeline: 21st Century Strategies that Blends Data, Marketing and Technology***

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**“here's something we hope  
you'll really like”**



# Why Are We Having this Discussion?

- Occupancy is Down
- Competition is Stiff
- Margins are Thin
- Political and Payer Pressures



# Is it Really An Occupancy Issue?

Q: Two things are required to measure occupancy rate, What are those two things?

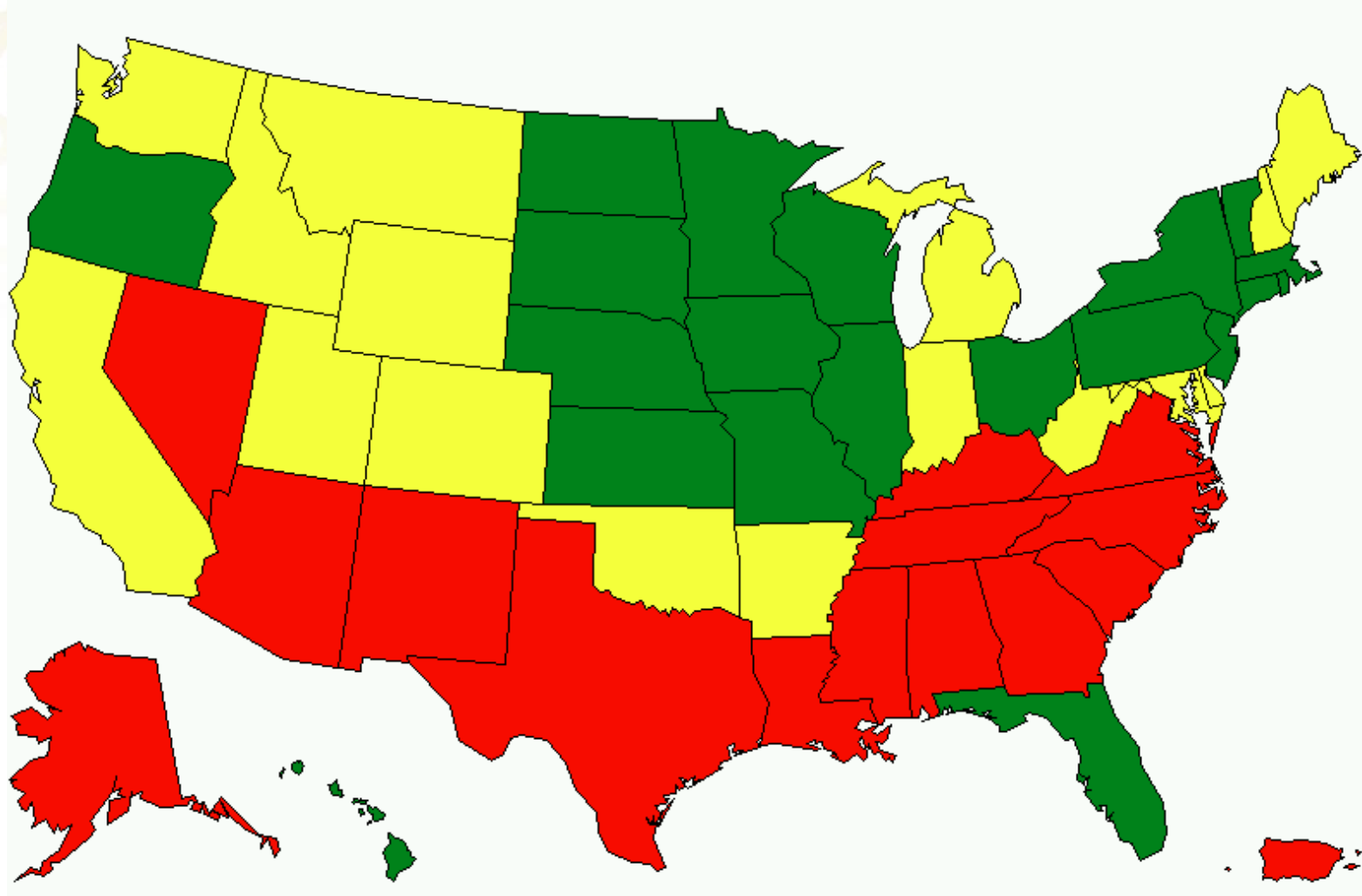


# Is it Really An Occupancy Issue?

GA: Two things are required to measure occupancy rate. What are those two things?

**Let's Talk About The Resident...**  
**...aka the potential customer**

# Proportion of Age 85+ Among Age 60+ (2010)



8.5% and below



8.5% to 10.0%



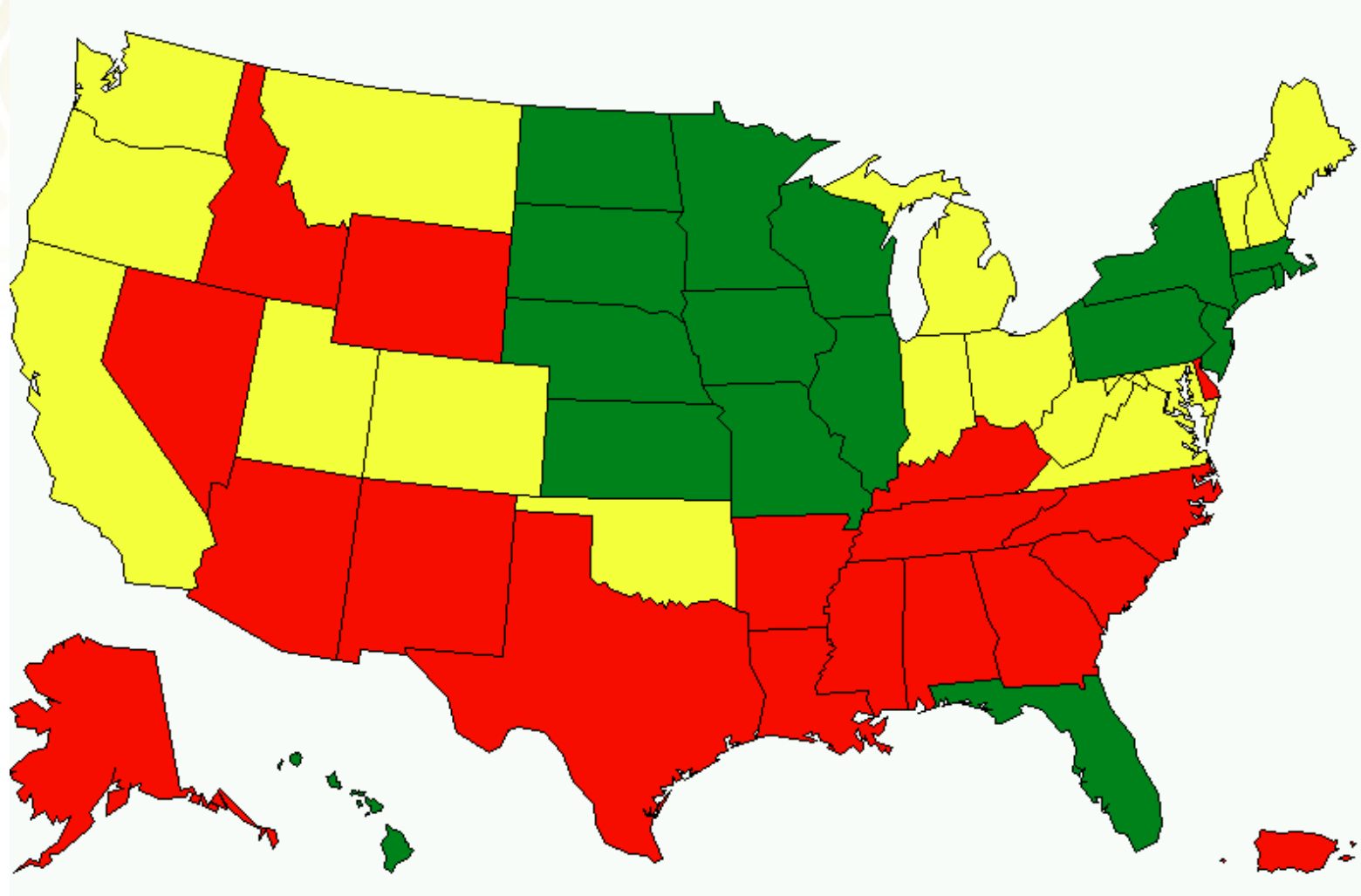
10.0% and above

## Proportion of Age 85+ Among Age 60+ (2011)

Legend:

- 8.5% and below (Red)
- 8.5% to 10.0% (Yellow)
- 10.0% and above (Green)

Region	Proportion of Age 85+ Among Age 60+ (2011)
Alaska	8.5% and below
Alabama	8.5% and below
Alaska	8.5% and below
Arizona	8.5% and below
Arkansas	8.5% and below
California	8.5% and below
Colorado	8.5% and below
Connecticut	10.0% and above
Delaware	8.5% and below
District of Columbia	8.5% and below
Florida	10.0% and above
Georgia	8.5% and below
Hawaii	10.0% and above
Idaho	8.5% and below
Illinois	10.0% and above
Indiana	8.5% and below
Iowa	10.0% and above
Kansas	10.0% and above
Kentucky	8.5% and below
Louisiana	8.5% and below
Maine	8.5% and below
Maryland	8.5% and below
Massachusetts	10.0% and above
Michigan	8.5% and below
Minnesota	10.0% and above
Mississippi	8.5% and below
Missouri	10.0% and above
Montana	8.5% and below
Nebraska	10.0% and above
Nevada	8.5% and below
New Hampshire	8.5% and below
New Jersey	10.0% and above
New Mexico	8.5% and below
New York	10.0% and above
North Carolina	8.5% and below
North Dakota	10.0% and above
Ohio	8.5% and below
Oklahoma	8.5% and below
Oregon	8.5% and below
Pennsylvania	10.0% and above
Rhode Island	8.5% and below
South Carolina	8.5% and below
South Dakota	10.0% and above
Tennessee	8.5% and below
Texas	8.5% and below
Utah	8.5% and below
Vermont	8.5% and below
Virginia	8.5% and below
Washington	8.5% and below
West Virginia	8.5% and below
Wisconsin	10.0% and above
Wyoming	8.5% and below



8.5% and below



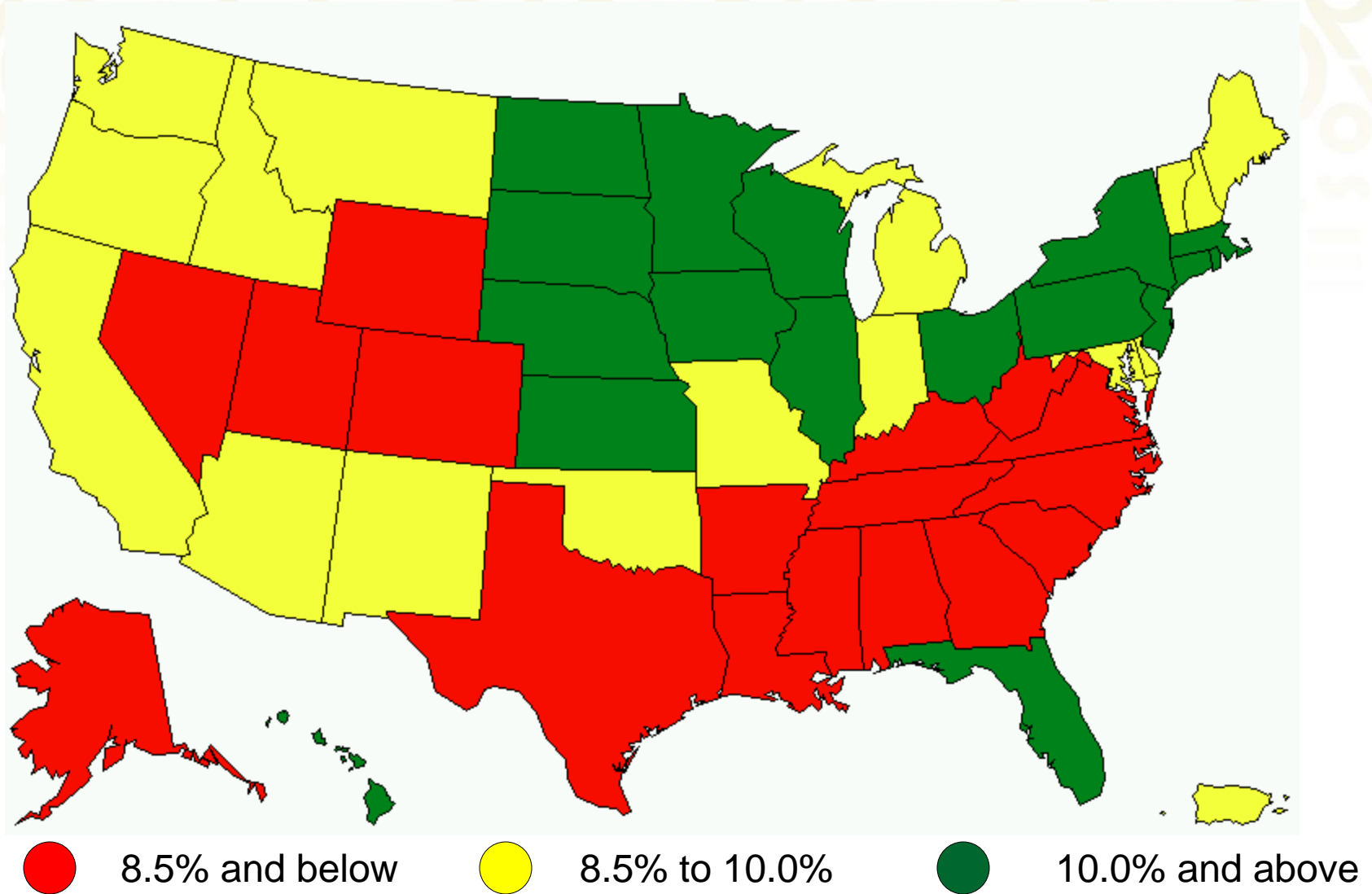
8.5% to 10.0%



10.0% and above

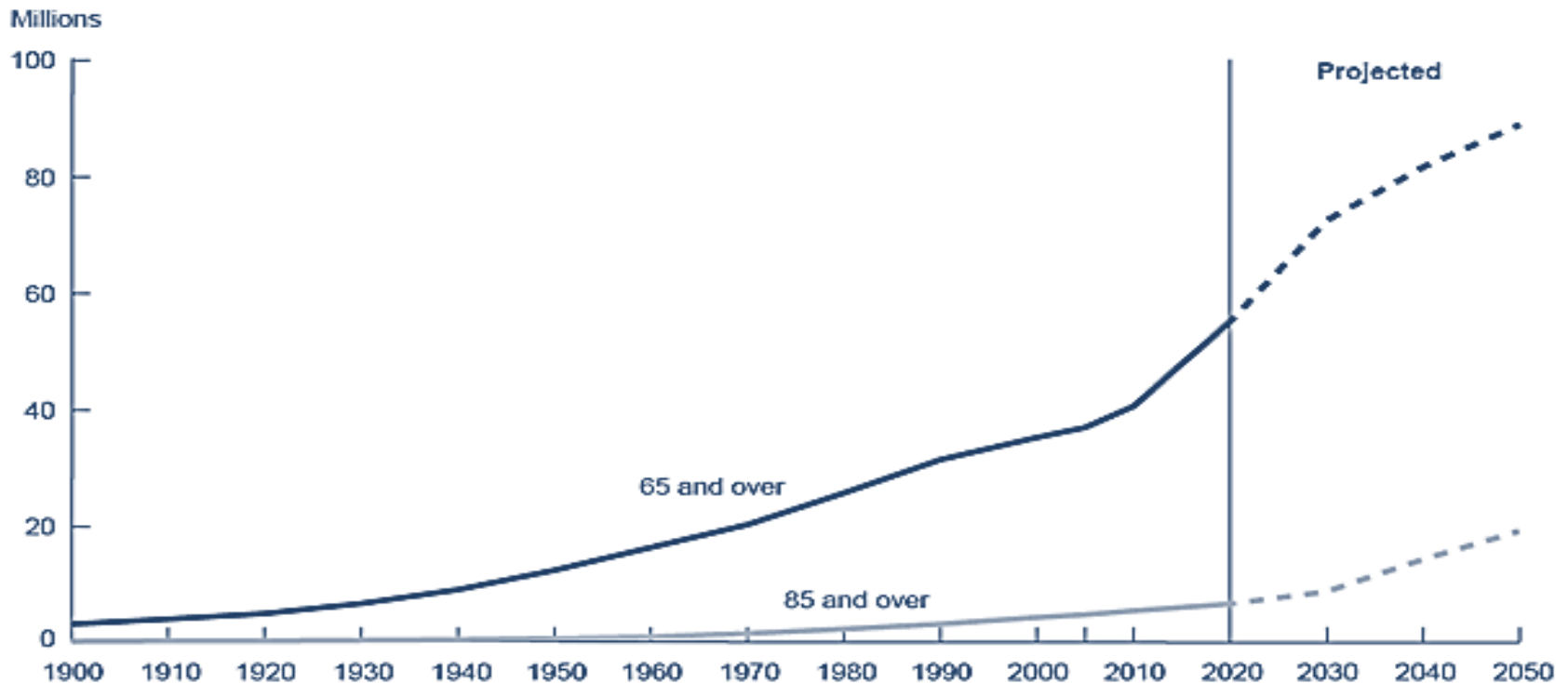


# Proportion of Age 85+ Among Age 60+ (2012)



# Population Age 65+ and 85+ Projections

Population age 65 and over and age 85 and over, selected years 1900–2010 and projected 2020–2050



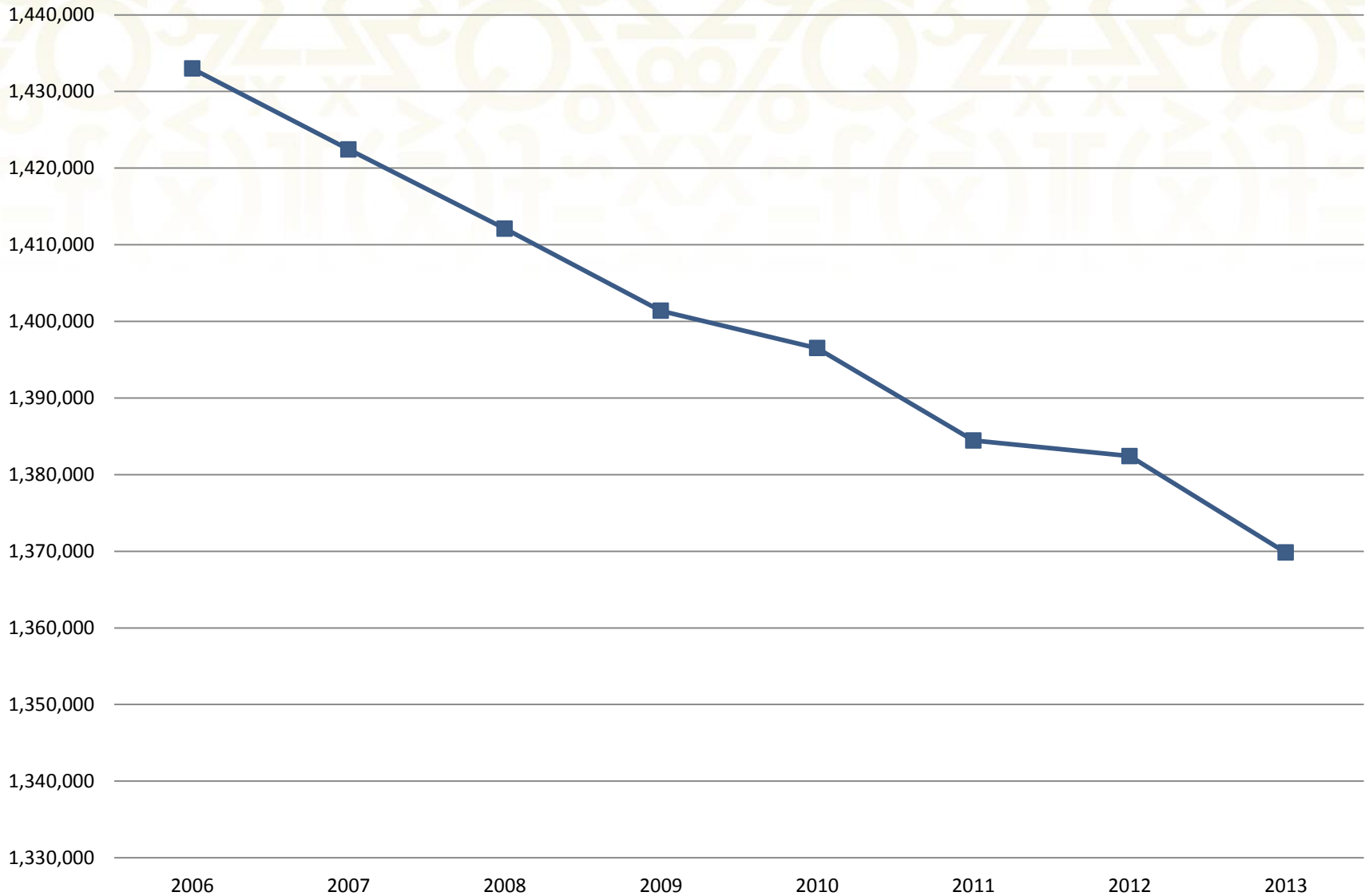
NOTE: These projections are based on Census 2000 and are not consistent with the 2010 Census results. Projections based on the 2010 Census will be released in late 2012.

Reference population: These data refer to the resident population.

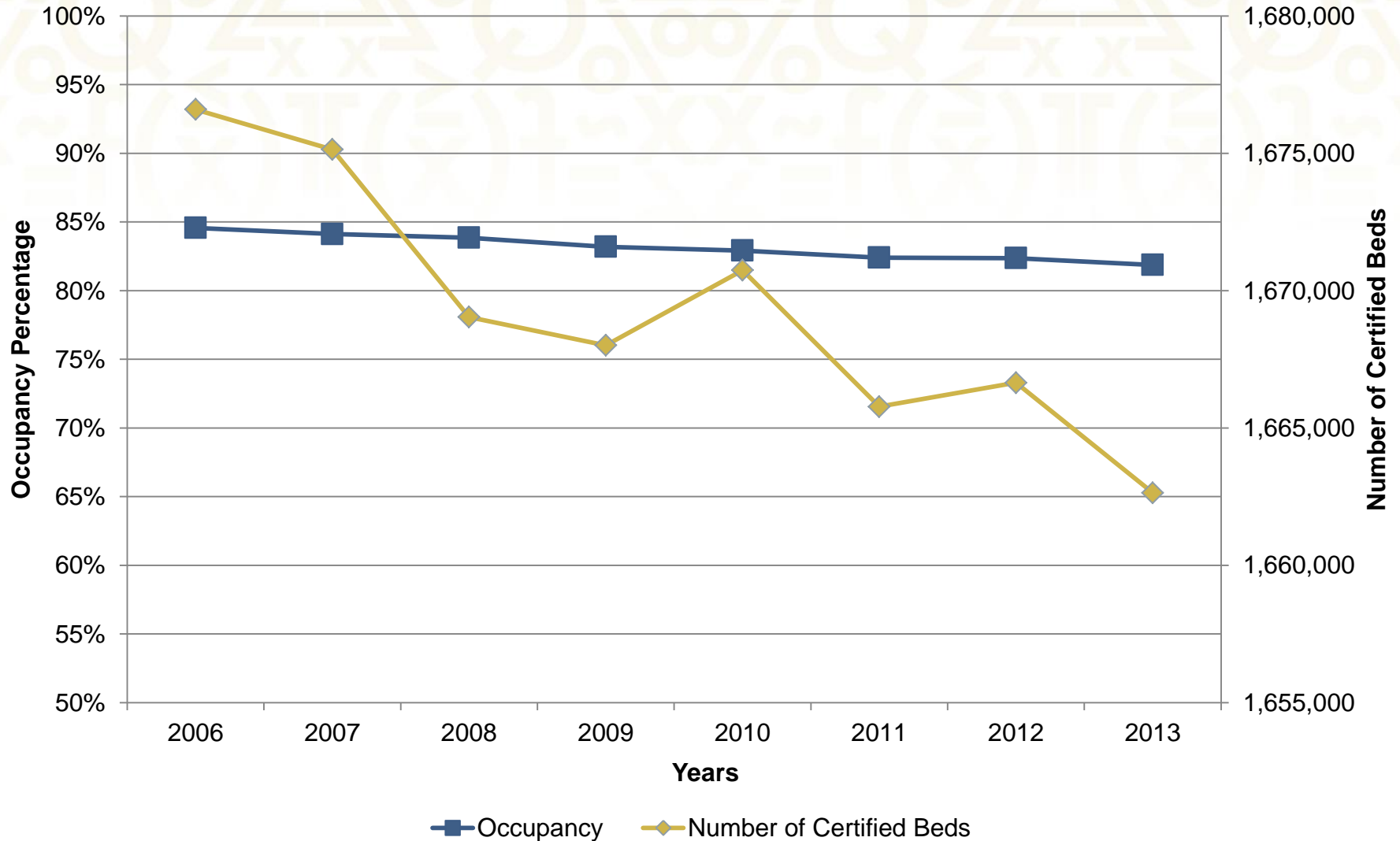
SOURCE: U.S. Census Bureau, 1900 to 1940, 1970, and 1980, U.S. Census Bureau, 1983, Table 42; 1950, U.S. Census Bureau, 1953, Table 38; 1960, U.S. Census Bureau, 1964, Table 155; 1990, U.S. Census Bureau, 1991, 1990 Summary Table File; 2000, U.S. Census Bureau, 2001, *Census 2000 Summary File 1*; U.S. Census Bureau, Table 1: Intercensal Estimates of the Resident Population by Sex and Age for the U.S.: April 1, 2000 to July 1, 2010 (US-EST00INT-01); U.S. Census Bureau, 2011, *2010 Census Summary File 1*; U.S. Census Bureau, Table 2: Projections of the population by selected age groups and sex for the United States: 2010–2050 (NP2008-t2).

# Your Potential Customers Are Increasing...but yet..

# Number of SNF Residents by Year in the Nation

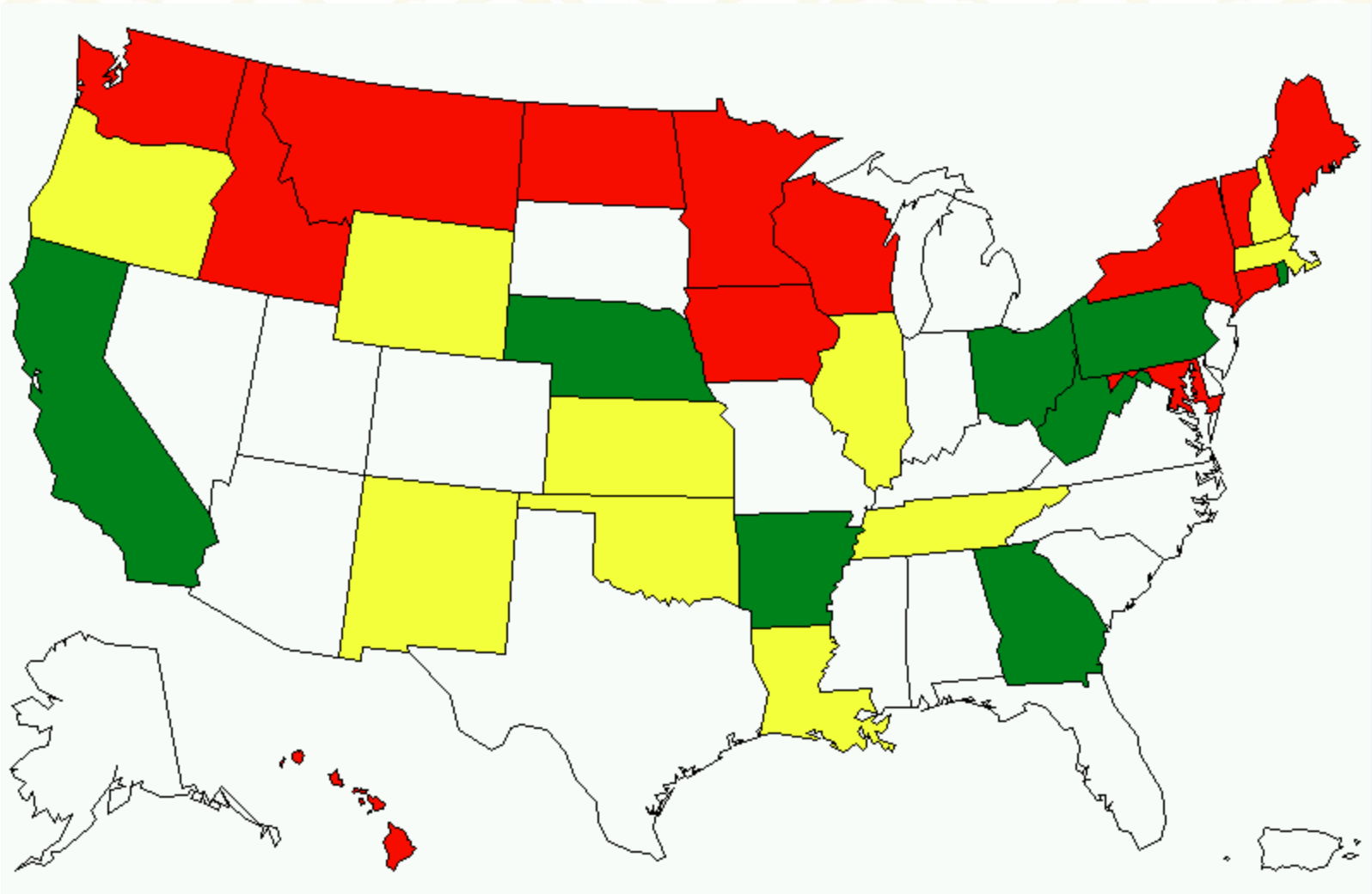


# In the Nation: Occupancy and Beds





# Percent Change in Number of Certified Beds between 2006 and 2013



● -4% and lower ● -4% to -2% ● -2% to 0% ○ 0% and greater

# **You've Got the Potential Customers, Fewer Beds, Why Can't You Fill the Beds?**

# Where Have all the People Gone?

1. More people but in better health
2. Greater access to community care and support
3. More prevention activities
4. Political and Payer pressures

## To Recap

It's not that you don't have enough potential customers.

1. Plenty of people, but they are in better health
2. Plenty of people, but they have greater access to community support
3. Plenty of people, but they participate in wellness activities
4. Plenty of people, but government and payers don't want them with you

# Then What is the Answer?

**21st Century Strategies that Blends Data,  
Marketing and Technology**



# Leveraging big data

## Ad hoc

- Spreadsheets & extracts
- Data, but no information

## Foundational

- Master data management
- Lack of analytical skill sets
- Minimal report standardization
- Manual data manipulation

## Competitive

- Data warehouse appliance
- Dashboards & scorecards
- Structured and unstructured data
- Consistent and trusted reporting
- Standard data definitions and governance

## Differentiating

- Advanced information management
- Content analytics
- Business scenario modeling
- Deep analytical skill sets

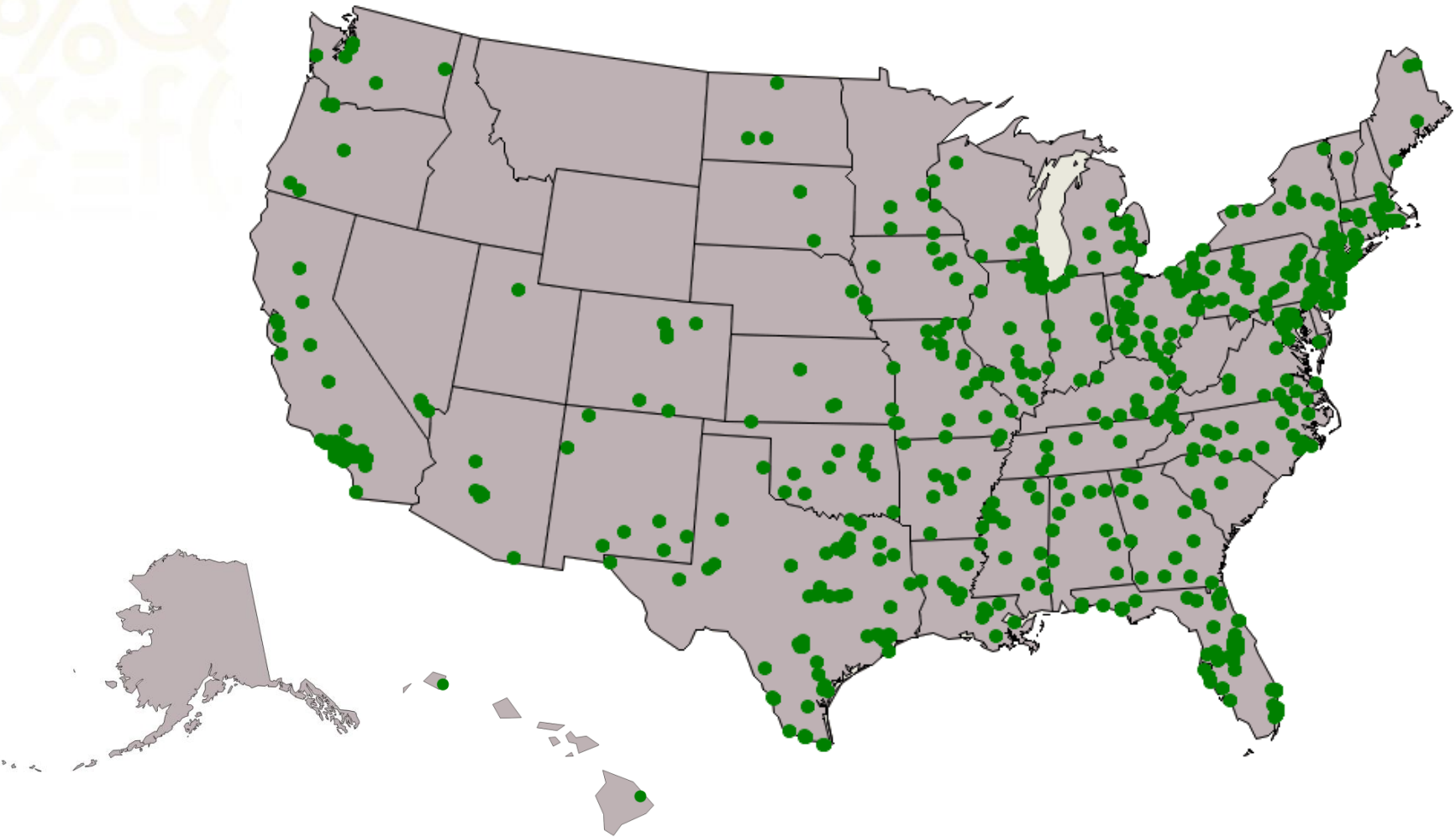
## Breakaway

- Predictive, real-time analytics
- Actionable insights, pre-emptive and predictive business management
- Information deemed a strategic asset

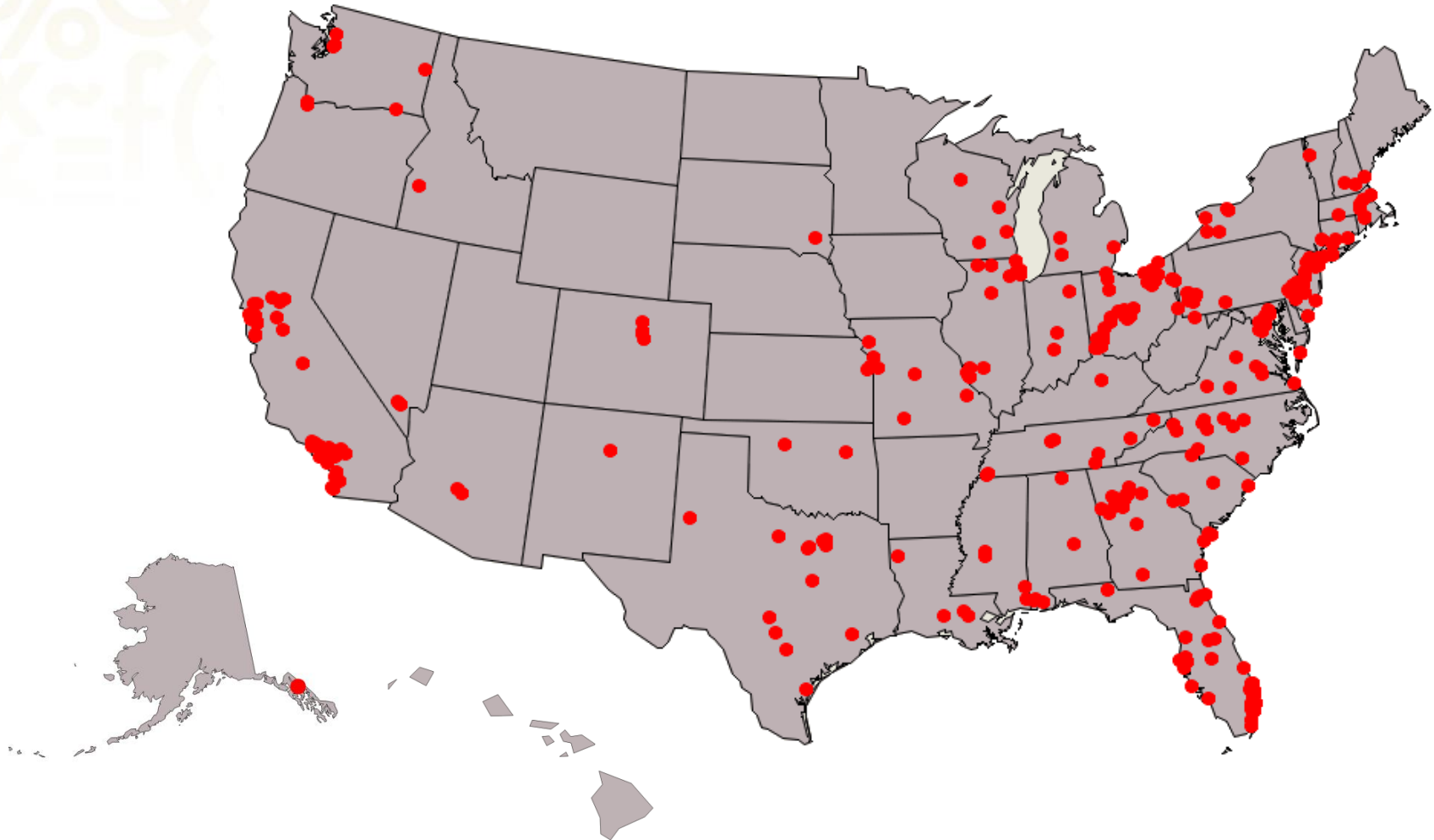
# What is the Data the Differentiates?

1. Rehospitalization Rate
2. ALOS
3. Satisfaction
4. Cost
5. Specialty Programs
6. Staff
7. “Fringe benefits”
8. Environmental Milieu
9. Incidents/Accidents
10. Relationships

# Casemix Adjustment Improved Their Performance by One Quartile



# Casemix Adjustment Worsened Their Performance by One Quartile



## Average Length of Stay: It's All About Function & Conditions

Year Stay Began	Location	Stay Conclusion	Mean
2011	NATION	Community	30.6
2012	NATION	Community	28.8

Year Stay Began	Location	Stay Conclusion	Dxs	Mean
2012	NATION	Community		28.8
2012	NATION	Community	Pneumonia	28.2
2012	NATION	Community	Diabetes	29.8
2012	NATION	Community	COPD	28.2

Year Stay Began	Location	Stay Conclusion	ADL Score >= 11	Mean
2012	NATION	Community		28.8
2012	NATION	Community	1	37



# You Have Your Data... What Do You Do With It?



# The Four Keys To Success Post-ACA



1. Know and understand your data

# The Four Keys To Success Post-ACA



1. Know and understand your data

2. Use analytics to pinpoint and illustrate your competitive advantage

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3. Market diligently, consistently and purposefully

# The Four Keys To Success Post-ACA



1. Know and understand your data



2. Use analytics to pinpoint and illustrate your competitive advantage



3. Market diligently, consistently and purposefully



4. Measure and report your results!



# Know the Data Important to Your Referral Sources



## ***Hospital Performance Requirements for PAC Providers***

Hospitals are looking at metrics to narrow their networks

We need to manage to improve these metrics regardless of our hospital requirements

Good performance in these metrics will help us differentiate service levels

Good performance on these metrics can be the difference in the types of referrals received

Quality Data is more valuable now than ever

### **Quality Indicators**

- 30-Day Readmission Rates
- Facility Acquired Rates (infection/Pressure Ulcers/Falls)
- 30 Day Unexpected Death Rates
- Patient Satisfaction
- % of Follow up visits within 24 hours of SNF discharge
- % of Patients Educated on Discharge Materials
- Functional Improvement Measures (FIM)
- Medical Error Rates
- Staff Turnover
- Pain Management Scores
- Medical Director Status
- Agency Usage (RN's/Therapist)
- AMA Rate
- LOS by Diagnosis Group
- Five Star Rating

# Use Data To Show How You Meet Customer Needs



Why are you the  
best Post Acute  
Care Partner?

## Identify the Ideal Customer Profile of Your Targets

1. Understand their priorities
2. Craft the right message to address their needs
3. Be sure to gather and understand the key Data they are looking for
4. Align your outreach messaging to ensure credible contacts

Hospital Contact	Contact Priorities	Right Message	Key Data Needs
Case Managers	LOS reduction, appropriate placement of complex patients, discharge documentation preparation	Ease of referral process, clinic capabilities to address complex patients, information exchange infrastructure	Refer to admit times, % of referrals accepted, clinical outcomes
Referring Physicians	Patient outcomes, adherence to clinical pathways	Clinical capabilities with emphasis on specialty programs, clinical pathway utilization, robust medical oversight, retrospective patient outcome reports	Aggregate clinical outcomes, specific patient outcomes
Service Line Leaders	Patient Outcomes, adherence to clinical pathways, readmissions reduction, strategic financial initiatives	Robust medical oversight, clinical pathway utilization, performance improvement initiatives. Opportunities for gainsharing	Aggregate clinical outcomes, readmission rates
C-Suite	Readmissions reduction, strategic financial initiatives, population health management	Clinical outcomes, quality improvement initiatives, opportunities for gainsharing, cost-appropriate patient placement	Aggregate clinical outcomes, readmission rates

Source: Advisory Board Interview and analysis



## How Many Patients Do Your Hospitals Discharge to SNFs and Which SNFs are the Choosing?

1. Identify the hospitals that serve your area
2. Determine how many patients they send to SNFs

Facility Name	Total Staffed Beds	Discharge to SNF	Total Medicare Discharges	Cardiovascular			Orthopedic			Neurology Discharges to SNF
				Cardiology Discharges to SNF	Cardiac Surgery Discharges to SNF	Pulmonology Discharges to SNF	Orthopedic Discharges to SNF	Orthopedic Surgery Discharges to SNF	Medicine Discharges to SNF	
Saint Francis Hospital	808	2,324	17,667	194	64	255	175	450	517	196
Saint John Medical Center	519	1,886	14,559	195	47	228	110	267	419	211
Hillcrest Medical Center	529	598	9,001	63	27	46	38	136	128	43
Hillcrest Hospital South	180	417	2,988	54	18	35	85	103	19	
Saint Francis Heart Hospital	96	247	1,430	27	34	11	72	49	12	
Oklahoma State University Medical Center	211	184	2,591	0	0	26	0	32	40	0
Post Acute Medical Specialty Hospital of Tulsa	60	148	1,007	0	0	39	16	0	47	0
Select Specialty Hospital - Tulsa Midtown	56	106	319	14	0	28	19	0	37	0
Continuous Care Centers of Tulsa	46	76	306	0	0	0	0	0	30	0
Oklahoma Surgical Hospital	76	65	1,157	0	0	0	0	60	0	0
Tulsa Spine & Specialty Hospital	37	22	612	0	0	0	0	20	0	0
Laureate Psychiatric Clinic and Hospital	91	12	935	0	0	0	0	0	0	0
	2,709	6,105	51,968	564	156	707	404	1,122	1,370	481

1. Break down the data by disease categories
  2. Assess market share by disease with your competitors
1. Use the information to focus outreach efforts and clinical training

FAC_NAME	MDCR_MDC D_SNF_BED_CNT	BED_CNT	OCCUP	PCTMCARE	PCTMCAID	PCTOTHER	TOTRES
MAPLEWOOD CARE CENTER	180	180	96.11%	10.98%	76.30%	12.72%	173
MANORCARE HEALTH SERVICES-TULSA	118	118	85.59%	16.83%	54.46%	28.71%	101
AMBASSADOR MANOR NURSING CENTER	171	171	87.13%	10.07%	75.00%	14.09%	149
SOUTHERN HILLS REHABILITATION CENTER	106	106	66.98%	9.86%	18.77%	11.27%	71
LEISURE VILLAGE HEALTH CARE CENTER	117	117	72.65%	9.94%	14.77%	35.29%	85
SAND SPRINGS NURSING & REHAB CENTER	213	213	41.31%	1.68%	9.55%	14.77%	88
PARKS EDGE NURSING AND REHABILITATION CENTER	126	126	41.18%	21.70%	55.66%	22.64%	106
WOODLAND VIEW CARE AND REHABILITATION	176	176	41.18%	1.36%	81.82%	6.82%	44
TULSA NURSING CENTER	204	204	41.63%	21.35%	70.79%	7.87%	89
GREEN COUNTRY CARE CENTER	114	114	91.73%	7.69%	85.58%	6.73%	104
COMPANIONS SPECIALIZED CARE CENTER	72	72	59.50%	13.89%	83.33%	2.78%	72
OKLAHOMA METHODIST MANOR, INC.	84	84	88.10%	22.97%	12.16%	64.86%	74
MONTEREAU, INC	90	90	70.00%	44.44%	0.00%	55.56%	63
COLONIAL MANOR NURSING HOME, INC	120	120	65.00%	14.10%	30.77%	55.13%	78
WILDWOOD CARE CENTER, INC	56	56	69.64%	7.69%	48.72%	43.59%	39
INVERNESS VILLAGE	0	91	43.96%	27.50%	0.00%	72.50%	40
THE COTTAGE EXTENDED CARE	66	66	93.94%	8.06%	82.26%	9.68%	62
UNIVERSITY VILLAGE RETIREMENT COMMUNITY	80	80	76.25%	3.28%	24.59%	72.13%	61
THE VILLAGES AT SOUTHERN HILLS	20	100	87.00%	35.63%	13.79%	50.57%	87
TULSA JEWISH RETIREMENT COMMUNITY AND HC CENTER	58	58	94.83%	3.64%	7.27%	89.09%	55
SHERWOOD MANOR NURSING HOME	0	102	29.41%	0.00%	0.00%	100.00%	30
	2130						

These worksheets are now available on the ADK Portal

# Patient & Family Satisfaction



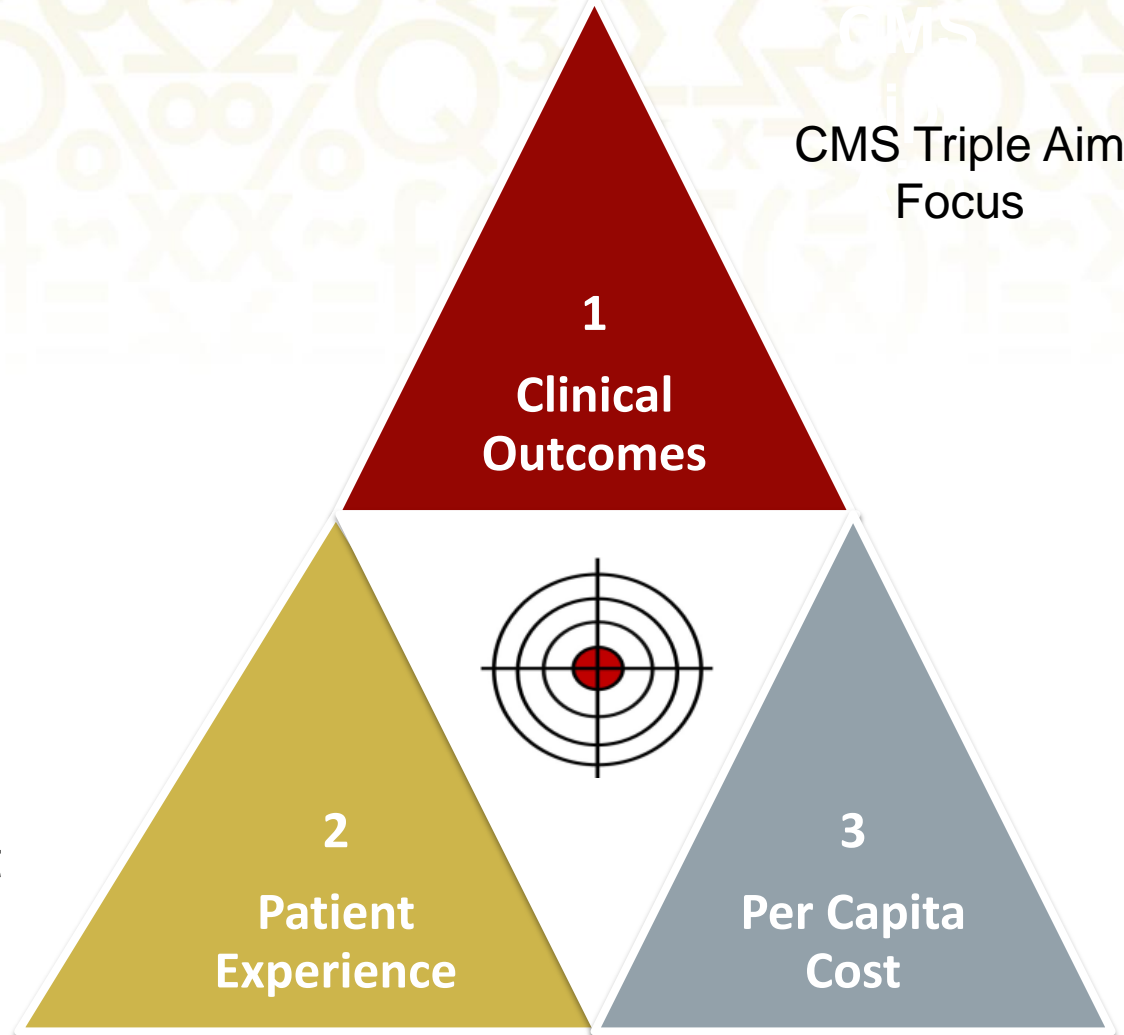


# Customers have increasing expectations

Changes in healthcare have begun to formalize the need for providers to drive effective care delivery models

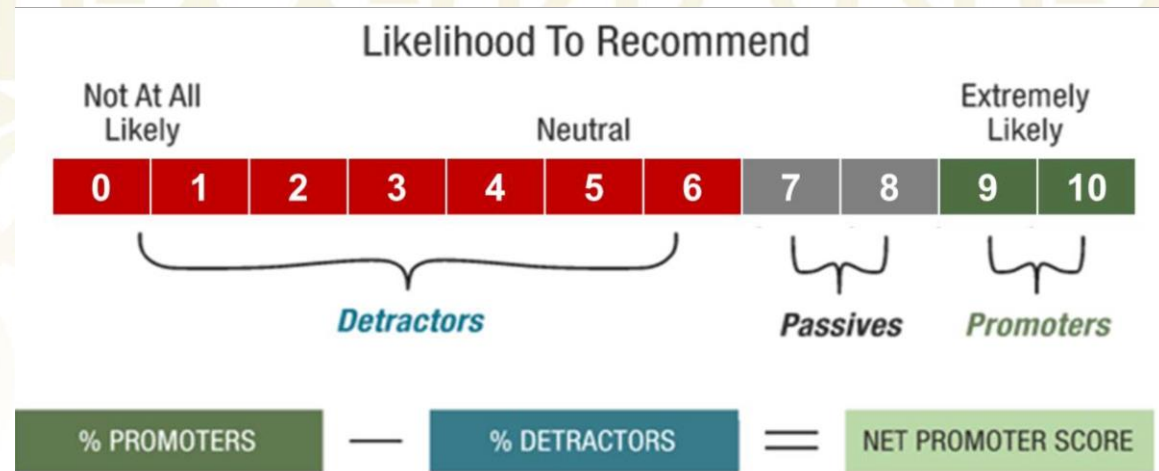
Payor and provider groups are devising outcome and performance criteria to determine their provider networks

We understand that patient feedback clearly effects future referrals and recommendations



## How Many of Your Patients Would Recommend You to Others?


1. This is one of the most important key data metrics we will have to answer to in the future
2. Your facilities “Would you Recommend” score will be tracked as part of new Patient Satisfaction efforts
3. Results will be part of hospital and payor decision process for determining their network providers



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# Formalize Marketing Into An Operational Process



“Marketing is manifested everywhere your organization touches the customer; therefore, you must intentionally **OVERMANAGE** the marketing experience beyond the obvious customer touch-points.”



# Marketing MUST Become The Intersection Of Your:

An aerial photograph of a four-way street intersection. Overlaid on the image are three rounded rectangular boxes. The left box is blue and contains the word 'People'. The middle box is yellow and contains the word 'Place'. The right box is teal and contains the word 'Process'. The boxes are arranged horizontally across the middle of the intersection, with the word 'People' on the left, 'Place' in the center, and 'Process' on the right. The background shows the asphalt of the intersection, white lane markings, and some green grass on the corners.

People

Place

Process

# Marketing Automation

Database Sales  
& Marketing

1. Postcard & Email Campaign

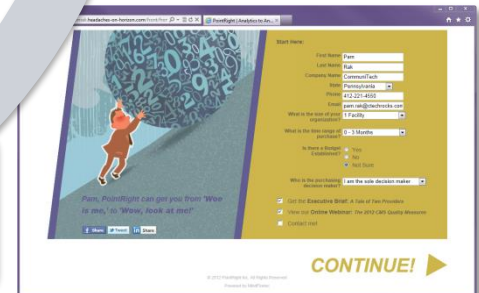
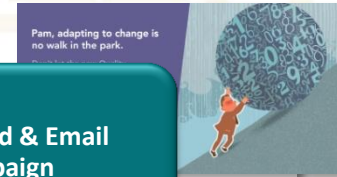
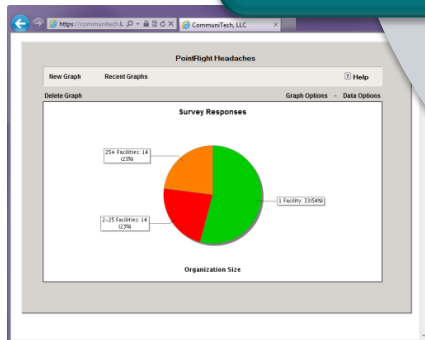
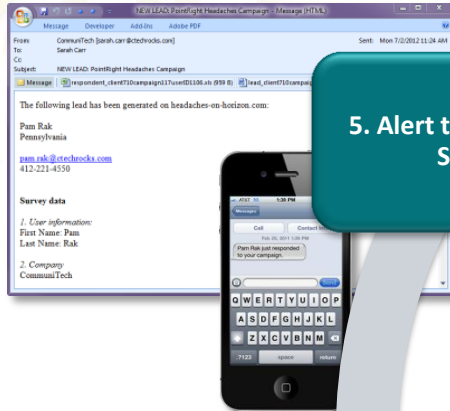
2. Personalized URL  
Response Channel  
PamRak.domain.com

3. Personalized Survey Page

Responses  
Saved in  
Database

4. Thank You Email or  
Letter

5. Alert to Sales & Direct  
Sales Call



# Conclusion

- It's about creating an unfair advantage through:
  - Data
  - Differentiation
  - Donuts
- It's about leveraging 21<sup>st</sup> Marketing innovation and technology that leverages your data
- It's about keeping up with your newly found demand!

