

ASSESSMENT PERIOD: 2022

## How To Use the Scorecard:

For each row, determine whether your current strategy most closely aligns with the Traditional (**0 points**), Transitional (**5 points**), or Dynamic approach (**10 points**). Add your score for each row, then see how your total score compares to other hospitals.

## Maturity Score

Market Volumes	TRADITIONAL (0 pts)	TRANSITIONAL (5 pts)	DYNAMIC (10 pts)
Data Points			
<b>Market Share</b> Percentage of market seen by organization	<ul style="list-style-type: none"> <li>State data, typically inpatient only. May lag up to 18 months dependent upon State. Analysis of primary and secondary service area (PSA &amp; SSA).</li> </ul>	<ul style="list-style-type: none"> <li>Traditional analysis plus ambulatory / outpatient data to understand inpatient and outpatient market share.</li> </ul>	<ul style="list-style-type: none"> <li>Combination of multiple data sources to (CMS, State and all-payer claims database (APCD)) to understand market share per core based statistical area (CBSA).</li> </ul>
<b>Share of Care</b> Percentage of market healthcare spend	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Internal analysis on estimated spend / share of wallet based on services rendered during episode of care.</li> </ul>	<ul style="list-style-type: none"> <li>Utilize claims data to analyze share of care by location, health system and modality.</li> </ul>
<b>Predictive Volume Analysis</b> Ability to model out downstream volumes based on strategic initiatives	<ul style="list-style-type: none"> <li>Estimated downstream volumes / needs based on historical trends.</li> </ul>	<ul style="list-style-type: none"> <li>Integration of historical trends with projected demand forecast to estimate downstream impact.</li> </ul>	<ul style="list-style-type: none"> <li>Ability to model downstream volumes based on strategic initiatives, market changes, and network changes.</li> </ul>
<b>Outmigration</b> Insights into patients leaving the market for care	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Utilize APCD to track in-market patients leaving the service area for care, by speciality and location.</li> </ul>
			<b>Score:</b>

Market Analysis	TRADITIONAL (0 pts)	TRANSITIONAL (5 pts)	DYNAMIC (10 pts)
Data Points			
<b>Demand Forecast</b> Understanding future market trends	<ul style="list-style-type: none"> <li>Population growth estimates gathered through census or other federally reported data.</li> </ul>	<ul style="list-style-type: none"> <li>Traditional analysis plus demographic data paired with disease rates / trends to determine growth by service line (IP and OP).</li> </ul>	<ul style="list-style-type: none"> <li>10-year view of the healthcare market based on a variety of claims, demographic, and psychographic data. Assess initiatives at the service line and procedural level, to understand which consumers are driving growth across gender, age, location, and incidence rate.</li> </ul>
<b>IP / OP Trends</b> IP to OP trends and forecasts	<ul style="list-style-type: none"> <li>Year over year analysis of internal data to predict future IP to OP shift.</li> </ul>	<ul style="list-style-type: none"> <li>Utilize national market trends / data to forecast service line shifts to outpatient.</li> </ul>	<ul style="list-style-type: none"> <li>Leverage APCD to assess the transition rate from inpatient/HOPD to ambulatory care facilities for targeted procedures. Ability model impact on site volumes and needs analysis.</li> </ul>
<b>Site Analysis</b> Ranked opportunity of existing / new sites	<ul style="list-style-type: none"> <li>Real estate assessment. Population density, rooftops, traffic analysis, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Traditional analysis plus the ability to overlay demographic, socioeconomic info, disease rates, etc.</li> </ul>	<ul style="list-style-type: none"> <li>First-party and third-party datasets, to create a deep view of consumer migratory patterns, projected care needs, and setting of care preferences.</li> </ul>
<b>Provider Needs Analysis</b> Identifying unmet market needs by speciality	<ul style="list-style-type: none"> <li>Internal review of providers capacity, wait times, and volumes to determine additional needs.</li> </ul>	<ul style="list-style-type: none"> <li>Traditional plus application of population and national disease trends to determine local physician needs.</li> </ul>	<ul style="list-style-type: none"> <li>Leverage national provider directory to segment and rank each provider by specialty, sub-specialty, panel size, provider age, payer mix, and case mix and compare to demand forecast for specific zip codes to determine needs.</li> </ul>

<b>Preferred Physician Analysis</b> Ability to stack rank providers in market	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Utilization of market data to stack rank providers based on networks and quality metrics.</li> </ul>	<ul style="list-style-type: none"> <li>Stacked ranked Providers by cost, quality, outcomes, network and volume.</li> </ul>
<b>Market / Network Dominance</b> Identifying leading health system by patient zip	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Ability to understand fragmented markets and identify opportunities to expand upstream or add new downstream services and rank system share by zip code.</li> </ul>

**Score:**  

Network Analysis	TRADITIONAL (0 pts)	TRANSITIONAL (5 pts)	DYNAMIC (10 pts)
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**Data Points**

<b>Network Integrity</b> Practice and Physician alignment	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Utilize internal referral data to measure in- and out-of-network trends.</li> </ul>	<ul style="list-style-type: none"> <li>Utilize APCD for a comprehensive understanding of provider supply and corresponding practice patterns, prioritizing opportunities to maximize in-network performance. Additionally identify opportunities to develop new services based on market needs.</li> </ul>
<b>System Opportunity</b> Prioritize opportunities and build a comprehensive network of services	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Crosswalk services not offered by health system to the number of referrals out of network.</li> </ul>	<ul style="list-style-type: none"> <li>Leverage patient migration patterns, identify gaps in the care continuum by quantifying the amount of patient outmigration across key services.</li> </ul>
<b>Specialty Care Opportunity</b> Percentage of market specialists aligned with health system	<ul style="list-style-type: none"> <li>Percentage of specialists who are aligned to organization as determined by internal referral data.</li> </ul>	<ul style="list-style-type: none"> <li>Traditional analysis plus the use of APCD to identify specialist loyalty and gaps in care by service line.</li> </ul>	<ul style="list-style-type: none"> <li>Identify gaps in the care continuum and establish physician loyalty patterns and predict trends through the analysis of upstream referrals and downstream alignment.</li> </ul>
<b>Upstream Opportunity (PCP, UCC, ED)</b> Understanding how patients enter networks	<ul style="list-style-type: none"> <li>Percentage of primary care in PSA, which are aligned to your organization as determined by internal referral data.</li> </ul>	<ul style="list-style-type: none"> <li>Traditional analysis plus the use of APCD to understand PCP referral patterns.</li> </ul>	<ul style="list-style-type: none"> <li>Identify where patients enter the funnel and who controls the upstream opportunity (Primary Care, Urgent Care, and Emergency Services). Leverage psychographic data and claims data to leverage new access points.</li> </ul>
<b>Consumer Acquisition Strategy</b> Understand current and prospective patients to drive consumer strategies	<ul style="list-style-type: none"> <li>Continued use of traditional media channels, prioritized by service line.</li> </ul>	<ul style="list-style-type: none"> <li>Traditional analysis plus the ability to integrate social media, online targeting into traditional media channels.</li> </ul>	<ul style="list-style-type: none"> <li>Identify where patients are seeking care, demographic information, and psychographics, to create intelligent patient acquisition strategies through traditional and digital channels.</li> </ul>
<b>Payer Landscape</b> Understanding payer landscape in market	<ul style="list-style-type: none"> <li>Utilize internal data to understand payer mix by IP/OP and by service area.</li> </ul>	<ul style="list-style-type: none"> <li>Traditional analysis with the addition of APCD to determine payer mix of market compared to organization.</li> </ul>	<ul style="list-style-type: none"> <li>Transitional analysis plus the ability to refine payor mix to specific zip codes, health systems and / or service line.</li> </ul>
<b>Value Based Care Network Analysis</b> Understanding payer landscape in market	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Risk adjustments optimization, quality defined by process measures.</li> </ul>	<ul style="list-style-type: none"> <li>Longitudinal patient care analysis to understand quality of care. Focuses on managing populations to reduce unnecessary utilization. Review total cost of care and variation.</li> </ul>

**Score:**

Capital Asset Planning	TRADITIONAL (0 pts)	TRANSITIONAL (5 pts)	DYNAMIC (10 pts)
<b>Data Points</b>			
<b>De Novo Growth</b> Effectively identify where and what to build based on a set of prioritized metrics	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Utilize demand forecast along service line volumes to identify areas of expansion into high demand areas or underserved markets.</li> </ul>	<ul style="list-style-type: none"> <li>Rank underserved markets, key demographics, patient modeling, psychographic data, referral potential, and market fragmentation. Utilize information about the current competitive landscape, provider referral patterns, patient origin / outmigration and leakage / missed opportunities.</li> </ul>
<b>M&amp;A Strategy</b> Data driven strategy to effectively identify and prioritize opportunities	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Utilize demand forecasts, network integrity and volumes to identify potential targets for M&amp;A opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Utilize hospital similarity index and market similarity index to identify markets and acquisition targets that will add the most value. Quantify the opportunity through visibility into inpatient and outpatient data and validate the strategic fit of each acquisition target.</li> </ul>
			<b>Score:</b>

Data Integration	TRADITIONAL (0 pts)	TRANSITIONAL (5 pts)	DYNAMIC (10 pts)
<b>Operational</b>			
<b>Strategic Plan Integration into Monthly Operating Reviews</b> Ability to integrate strategic plan into operational metrics	<ul style="list-style-type: none"> <li>Monthly review of strategic initiatives / volumes.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly review of strategic initiatives. Map internal / external data to initiatives.</li> <li>Identify new opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic initiatives integrated into monthly operational reviews. Refreshed with the latest market data, financials, and project updates.</li> </ul>
<b>Data Integration</b> Automated reports generation	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Monthly updates with internal data mapped to strategic initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Initiative Dashboards (SID) to track progress and impact. Ongoing prioritization / analysis of new opportunities.</li> </ul>
			<b>Score:</b>
			<b>Total Score:</b>

## How Your Score Compares

