CASE STUDY

Overview:

CLIENT
John Muir Health is an integrated system of doctors, hospitals, and other services in the San Francisco Bay Area of California.

Facilities:

John Muir Health Walnut Creek Medical Center

John Muir Health Concord Medical Center

John Muir Health Behavioral Health Center

800+ beds

>1,200 primary care and specialty physicians

PRODUCT
Clarify Referrals

DATA PERIOD
2017-2019

Up-to-Date Physician Information

Clarify Referrals includes up to date information on each physician's:
- Group affiliation
- Employer
- Network affiliation
- Hospital affiliation
- Primary practice location
- Specialty

John Muir Health establishes centralized service coordination to increase referral alignment

CHALLENGE

John Muir Health (JMH), an integrated system of doctors, hospitals, and other services in the San Francisco Bay Area of California, was planning to launch a centralized referral service. The service would be a component of its broader network management strategy aimed at ensuring patients are receiving high quality and efficient care from providers. A critical step in shifting service coordination from the point of care (PoC) to the centralized service was arming coordinators with preferred provider lists for each region.

JMH's legacy approach to service coordination had gaps and it was heavily decentralized. It relied on physician lists based on word of mouth experience from local physician offices, plus manual referral source tracking information from hospital service lines. In addition, JMH's incumbent approach to analyzing referral patterns was fundamentally incomplete. It relied on ordering data from within JMH's electronic health record system and thus only reflected JMH's internal sources of business with no perspective on the broader market outside of the health system (i.e., outmigration). As a result, physician-level metrics were often skewed or incorrect.

SOLUTION

JMH augmented its existing approach with Clarify Referrals, a SaaS referral analytics product that uncovers actionable opportunities to improve in-network volume using the most precise referral logic and high coverage claims data. Clarify Referrals allows JMH to see beyond the health system's four walls to gain an enhanced perspective on overall market opportunities.

In May 2019, the JMH analytics team went live with Clarify Referrals, which included referral logic configured specifically for their San Francisco Bay Area market. The analytics identified:

- Physicians, specialties, and procedures driving revenue in- and out-of-network

- Drivers of out-of-network services at the zip code, specialty, and physician level

- Market share across inpatient and outpatient services, ASC, HHA, SNF, etc.

RESULTS

JMH planned to launch a centralized service coordination program system-wide within nine months and hoped to shift a larger proportion of service coordination from the PoC to the centralized service. Hardwiring the new service would require putting new coordination processes in place and getting buy-in from stakeholders.

To start, JMH conducted a pilot program, providing the centralized service within one region. During the pilot, the analytics team, operations team, and referring physicians leveraged the referral analytics to develop the right metrics and processes.

JOHN MUIR HEALTH

Clarify

About John Muir Health

John Muir Health is a nationally recognized, not-for-profit health care organization east of San Francisco serving patients in Contra Costa, eastern Alameda and southern Solano Counties. It includes a network of more than 1,200 primary care and specialty physicians, nearly 6,000 employees, medical centers in Concord and Walnut Creek, including Contra Costa County's only trauma center, and a Behavioral Health Center.

About Clarify Health

Clarify Health empowers customers to deliver better care and therapies through more actionable insights.

With an integrated enterprise analytics platform, Clarify helps customers select the best providers, map and predict how individuals' journeys through their health care, and understand the use and impact of therapy on patients.

"Getting referral analytics in the hands of our operations team and our physicians during the pilot was critical to effectively establish the centralized service coordination. Clarify's partnership allowed us to have transparency into the data, engage with the analytics, arrive at meaningful insights, and develop the right processes."

Paul Deeringer, Senior Vice President, Strategy & Emerging Business, John Muir Health

JMH used the analytics to help develop provider lists for each region, based on each physician's level of alignment with the health system. Alignment was defined holistically using a variety of quadruple aim factors, starting with an analysis of referral and rendering patterns. With full transparency into the integrity and sources of the claims data, JMH's analytics team was able to clearly identify initial areas of opportunity.

"Clarify's solution exposes the intricacies of the dataset. It allows us to get under the hood and explore referral patterns at a microlevel."

Paul Deeringer, Senior Vice President, Strategy & Emerging Business, John Muir Health

To help develop the regional provider lists, JMH's analytics team was able to rank sort physicians across their entire market by those who offered the highest opportunity to support JMH's in-network services. The team identified loyalist, dissenter, and splitter patterns by physician, and was able to drill down to the facility and specialty levels to gain actionable insights.

JMH expects that when the centralized service is fully operational, they will experience more referrals flowing to physicians who most align with JMH's goal of delivering high-quality care at a price that patients can afford. Ultimately, JMH aims to create a strong, highly coordinated, and high-value provider network to drive value and serve the community.

NEXT STEPS

With the right processes and priority lists in place, the centralized service will soon be rolled out across all regions. The JMH team plans to continue its use of Clarify Referrals to ensure the centralized service is successful operationally and financially.

JOHN MUIR HEALTH

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