



#### CLIENT:

Large healthcare system

#### SIZE:

\$6 billion operating budget and 43,000 employees

#### BUSINESS NEEDS:

- Optimize facility deployment across service area
- Optimize physician mix by specialty
- Employ strategic market planning for future growth

## Net Win for a Network

Improve patient outcomes, eliminate waste with household data.

### HERE'S THE SITUATION

From diminishing reimbursements to patients' increasingly stretched healthcare spending dollars, financial pressure on hospital systems is acute. One opportunity for improving both a healthcare system's bottom line and its patient outcomes is to optimize deployment of care facilities and physician specialties network-wide to better meet needs and eliminate waste.

A sprawling hospital system in the Northeast whose service area encompassed more than 7 million lives faced those exact challenges.

### HERE'S WHAT WE DID ABOUT IT

The healthcare system kept relatively little outpatient data, so in our initial engagement, Buxton combined public data and our own proprietary data sources to analyze the system's market area. The goal: Apply modeling to forecast the demand for specific medical specialties so the hospital system could strategically locate future outpatient/ambulatory care centers and staff each one with the optimized mix of physicians by specialties.

We based our data models on household-level purchasing information, segmentation data, healthcare supply and demand data, demographics and more. The models were then used to score every potential point across the study geography.

Buxton's modeling used three distinct scoring scenarios for every specialty:

- 1. White-paper scenario.** The potential of any point within the market, without examining competitive factors, to utilize the defined medical specialties.
- 2. Competitive impact scenario.** The potential of any point within the market to utilize defined medical specialties when compared against the location and performance of competitors.

- 3. Combined scenario.** The potential of any point within the market to utilize defined medical specialties after taking all factors into consideration.

Results were delivered to the client via Buxton's SCOUT® (online) analytics applications. SCOUT allowed the client to explore its service area geographically and systematically evaluate each potential facility placement by household-level market data.

### CHECK OUT THESE RESULTS

The initial engagement analyzed urgent care centers. Analyses focused on imaging and ambulatory surgery followed shortly thereafter. Healthcare system executives were so pleased that they retained Buxton to apply similar methodologies and modeling to analyze their neurology, neurosurgery, urology, nephrology and ophthalmology operations.

The organization eventually could use our models to run its own "what if" scenarios while integrating near-real-time patient data into the assessments conducted. As more specialties were loaded into SCOUT, it became evident to our client where the demand for unique specialties was overlapping, an indicator of a particular location's potential for absorbing a larger multispecialty facility.

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