

An Inside Look

The Illusive Fundamentals of Operating a Provider Business



VBCExhibitHall
.com 
Educational Webinar Series

Presenters



Lina Agamez

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Company Introductions

Sanitas: Leader in patient-centered care and health ecosystems

Lucerna: Powering and connecting health ecosystems for better outcomes and better business



Today's Discussion

INSIGHT AND ENABLEMENT

- Data as an Asset
- Actionable Insight
- Patient Engagement
- Operational & Digital Enablement

FUNDAMENTALS OF OPERATING A PROVIDER BUSINESS

PROVIDER PRACTICE PROCESSES

- Patient Flow Management
- Experience Improvement
- Resource Management
- Performance Management

HOUSTON WE HAVE A PROBLEM



35%



Appointments slots not used.
\$1.5B/yr missed appts cost

\$250K



Average loss per PCP per
year by Health System

61%



Patients want more
continuous engagement.

72%



Patients rely on online
reviews to pick providers

48%



Physicians report burnout.
30% time on admin tasks.

20



Payer contracts per practice.
35-82 for Hospitals, highlining
significant complexity.

Operational success lies in mastering the fundamentals

“ I believe in the basics. They may seem trivial, even laughable, but they are fundamental to success in basketball, business, and life. ”

John Wooden

What do you know on a timely basis?

- How many active patients do you have ?
- Who are your priority patients?
- Are your patients matched with the right providers?
- Are your patients satisfied across your teams and processes?
- What's your provider capacity and productivity?
- Are you optimizing payer contract performance?

What is the biggest challenge for provider business operators?

1. Leveraging data and technology as an asset?
2. Supporting clinical processes?
3. Managing and retaining scarce resources effectively?
4. Meeting patient and provider expectations?



POLL

Insight & Enablement

INSIGHT AND ENABLEMENT

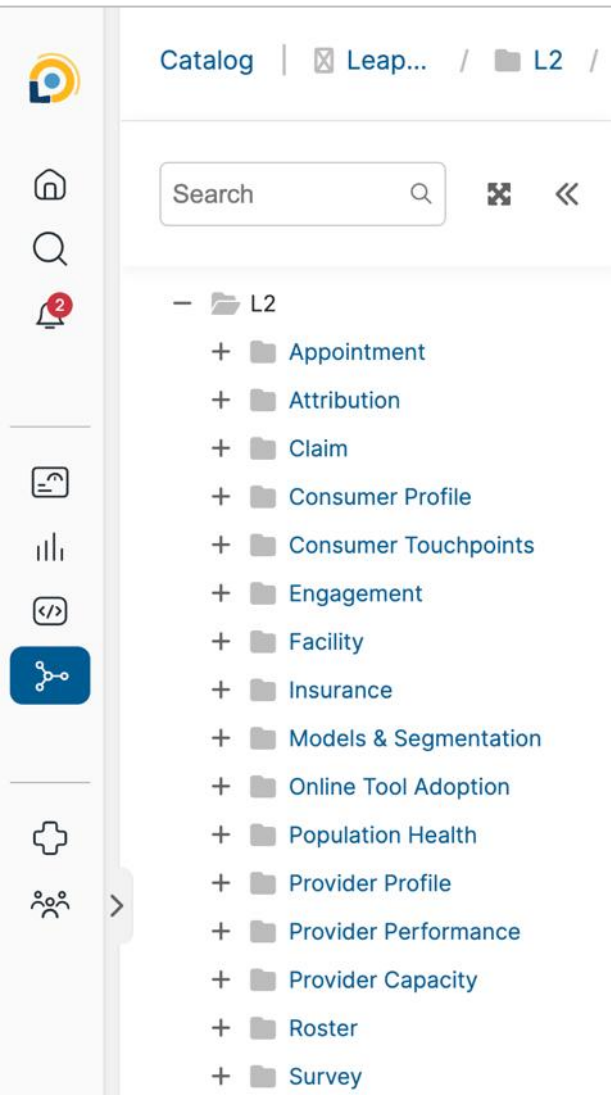
- Data as an Asset
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FUNDAMENTALS OF OPERATING A PROVIDER BUSINESS


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3 Steps to Leverage Data as an Asset




Integrate, Transform, & Unify Data


 Ecosystem Integration


 Unified Data Model

 Enrichment & Validation

Create Insight for Activation


 Consumer 360


 Provider 360

 Patient-Provider Matching


 Impact Analytics

Connect Key Operational Processes

 Patient Experience

 Provider Engagement

 Performance Management

 Operational Optimization

Creating Timely Actionable Insight

Consumer Registry Add Registry

All Registries

All Registries All Registries My Registries

Search Status | Active X Add filter +

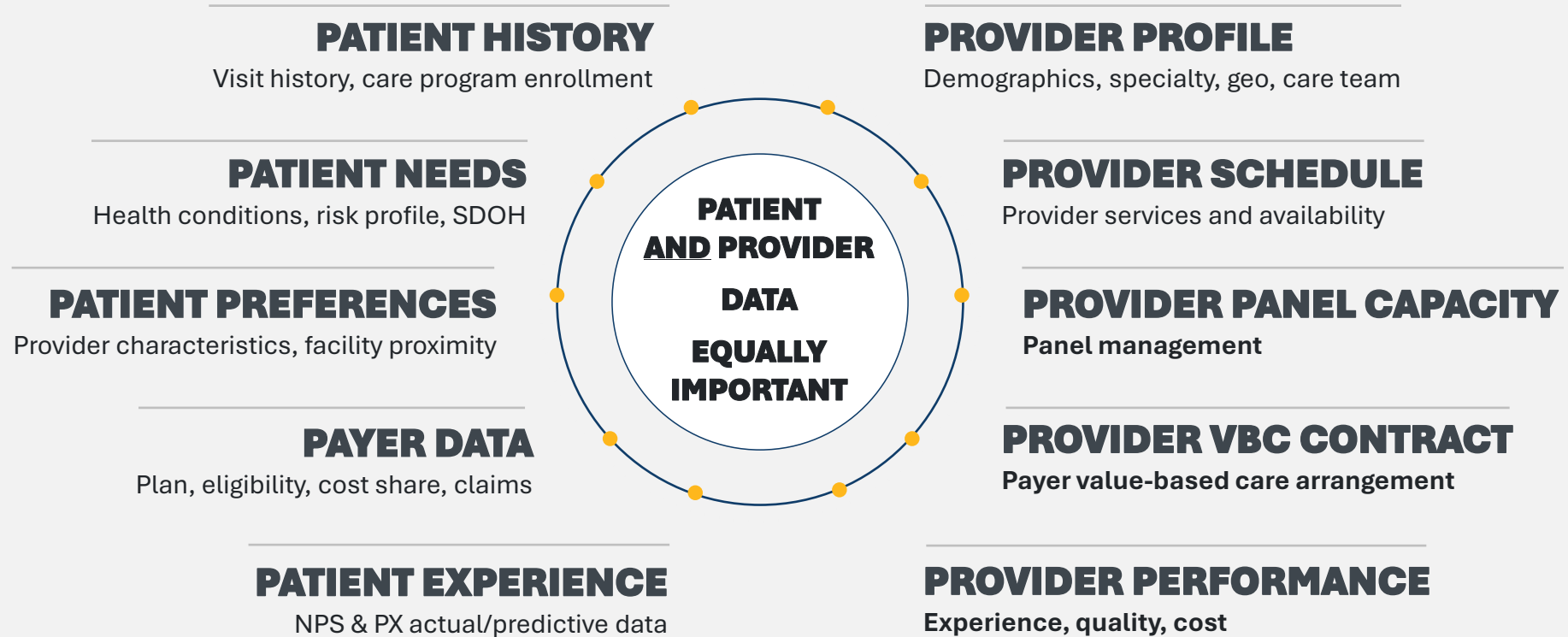
NAME	STATUS	LABELS
Patient with Next PCP Visit – Not Matching Assigned Care Team	Published	Care Continuity
Roster Member with 2+ ER Visits – No PCP Visit This Year	Published	Priority Cohort Engagement
Payer Roster Women 25-65 – No Cervical Cancer Screening Claim	Published	Care Gap
Diabetic Roster Member – No A1c Test in Past 6 Months	Published	Care Gap
High-Risk Member with Recent IP – No PCP Visit in Next 14 Days	Published	Priority Cohort Engagement
Patient with Scheduled Visit – No Patient Portal App Registration	Published	Engagement

- Bridge the gap between data and operations for impact
 - Don't fly blind
- Connect your insight to drive business and clinical processes
 - Insight alone doesn't impact results
- No code practical tools for business analysts
 - Democratize data across the practice
- Consumer Registry example: patient cohorts for care management and personalized outreach

Actionable Insight

Patient & Provider Matching

3X Better continuity of care from smart attribution vs. payer assignment



Patient Engagement

The screenshot displays a patient engagement website for Sanitas Medical Center. The main content area features a profile for Juan Miguel Andino, APRN, a Nurse Practitioner in Family Medicine. The profile includes a photo, a bio, a 'Book appointment' button, and a map of the location at 16875 NW 2nd Ave, Suite 102-105, North Miami Beach, FL 33169. A modal window titled 'Book appointment' is open, showing a calendar view with available appointment slots for various dates and times. The modal also displays the doctor's name, title, and location.

Sanitas Medical Center

Hi Adrian,

It looks like you haven't had an annual wellness visit yet this year. As your primary care provider, I'd like to encourage you to schedule an annual physical with me or another member of your care team.

You can learn more about me and the members of your Care Team by visiting [My Profile Page](#).

An annual wellness exam is a great way to stay on top of your health. During your visit, your overall health and wellness will be assessed, you'll have an opportunity to talk about health concerns you may have—plus discuss your health goals—to help you be the healthiest you!

[Schedule Annual Physical](#)

Scheduling an appointment is easy—just go to [My Calendar](#) and select "Annual Physical". Then, choose a date and time that's convenient for you. Next, fill out the additional information requested, including the reason for your visit—Annual Wellness Visit.

I look forward to seeing you soon!

Juan Miguel Andino, APRN
North Miami - Primary Facility
16875 NW 2nd Ave
North Miami Beach, FL 33169

[About Me](#)

P.S. If you need help scheduling an appointment, call 1-866-315-9508 to speak with a representative.

This email was brought to you by xxx, address, city, state.

Juan Miguel Andino, APRN
Nurse Practitioner, Family

[Book appointment](#)

Location(s)
North Miami Beach, FL
• 16875 NW 2nd Ave, Suite 102 - 105
• North Miami Beach, FL 33169

Map **Satellite**

About me
I was born in Cuba and graduated from the... in 1999. I then practice medicine in Venezu... native language, but I also speak English flu... decided to go into medicine because ever s... a healthcare provider. It was a passion that... my community. A good day at work means I... concerns of my patients. When I hear the p... want you to know that at Sanitas your health... attention is to help prevent and reverse dise... my coat, I enjoy spending free time with my... new cultures.

Languages
Spanish, English, French, Portuguese

Care Team

Dr. Andrea Dager, DO
Family Medicine

Book appointment

Next available - Fri, Feb 28 / 12:20 PM

Fri, Feb 28 4 available
12:20 PM 1:00 PM 1:40 PM
2:20 PM

Mon, Mar 3 2 available

Tue, Mar 4 2 available

Wed, Mar 5 7 available

Thu, Mar 6 9 available

Fri, Mar 7 6 available

Mon, Mar 10 6 available

Tue, Mar 11 7 available

Wed, Mar 12 9 available

- Leverage data and insight for targeted and personalized outreach
- Engage priority patients
- Match patients with the right provider for outcomes
- Integrate with operations for efficiency and access to care

Operational/Digital Enablement

- Leverage data to power websites and patient apps
- Personalize patient communication from their provider
- Support front desk service
- Drive on-line and efficient call center appointment booking

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Complex Operational Environment

Facilities & Providers

2	States
9	Regions
78	Facilities
327	Providers

Business/ Services Lines

Primary & Urgent Care
Virtual Medical Center
Specialty Care, Mental Health, Palliative Care
PHSO

Patient Population

All Payer Segments	
600K	Patients
90%	VBC Program
1.2M	Appointments

**Effective technology
is foundational.
Connecting to the
people and
processes behind it
creates value.**

Insight

+

Activation

=

RESULTS

Patient Journey Management

Insight



**PATIENT/
PROVIDER
MATCHING**



**APPOINTMENT
EFFECTIVENESS**

- Wait times
- Availability
- No Show, Cancellations, Reschedule



**RESOURCE
PRODUCTIVITY**

Activation



**PATIENT
ENGAGEMENT**



**OPERATIONAL
READINESS**



**PROCESS
IMPROVEMENT**



**RESOURCE
PLANNING**

Measuring Impact



- Access to care
- Care continuity
- Operational Excellence

Consumer 360 | Search: Jane Doe

Jane Doe Chronic
MRN: 12345341
Consumer Info | **Care Team** | Consumer Details

Assigned Primary Care Provider: **Adrian Artilles**
Assigned By: Denise Fernandez - 02/07/25

Practice Type	Speciality	Facility	Panel	Last PCP Visit
Medical Director	Internal Medicine	Miramar	Adult	07/11/2024

Next PCP Visit: 03/07/2025
Last PCP Visit Provider: **Liz Laguardia**
Next PCP Visit Provider: **Adrian Artilles**

Availability Slots by Week: 27, 35, 45, 70

Assigned Primary Care Team

NAME	PRACTICE TYPE	AVAILABLE SLOTS BY WEEK			
Yofre Alarcon, APRN	Primary Care	18	10	30	30
Liz Laguardia, APRN	Virtual Care	45	80	95	100
Rocio Suao, APRN	Primary Care	10	12	27	11

Secondary Care Team

Assignment History

Experience Improvement

Insight



PATIENT & PROVIDER SURVEYS



PX ACTIONABLE ANALYTICS:

- Clinical
- Operational
- By Process, Care Team, location



SERVICE RECOVERY REGISTRY

Activation



PROCESS IMPROVEMENT



TECNOLOGY ADOPTION



REPUTATION MANAGEMENT



PATIENT/ PROVIDER OUTREACH

Measuring Impact



- Market Reputation
- Patient Retention
- Care Engagement
- Recruitment/Retention

Consumer 360 Search: Jane Doe X Pinned Profiles

Jane Doe Chronic
MRN: 12345341
Consumer Info Care Team Consumer Details

Primary Care Appointments

PCP Appointment This Year	PCP Appointment Last 12 Months
No	Yes

Next Appointment Analytics

Date	Provider	Appt With Assigned PCP	Appt With Care Team	Potential No Show	Potential Detractor
03/07/2025	Liz Laguardia	No	Yes	92%	88%
Category	Facility				
Primary Care	Miramar				

Last Appointment Analytics

Date	Provider	Appt With Assigned PCP	Appt With Care Team	Category	Facility
07/11/2024	Adrian Artiles	Yes	No	Primary Care	Miramar

Identifiers


LUCID	Master Member ID	Master Patient ID
SNTS20290617716866087979 402	421910	421910

Assignment Audit


Consumer Data History

Resource Management

Insight


 PROVIDER PANEL OPTIMIZATION


 CAPACITY ANALYTICS


 PRODUCTIVITY ANALYTICS

Activation

 FOOTPRINT EXPANSION

 PROVIDER HIRING PLAN

 PANEL LOAD BALANCING

 PROCESS IMPROVEMENT

Measuring Impact



- Productivity
- Cost efficiency

The screenshot shows a detailed view of a provider's profile. At the top, it identifies the provider as Dr. Juan Antonio Alfonso Cabrera, MD, with an 'Active' status. Below this, there are tabs for 'Summary', 'Provider Detail', 'Practice Detail', 'Expertise', 'Employment Status', 'Properties', 'Patient Registry', and 'Analytics'. The 'Provider Detail' tab is selected, showing fields for Date of Birth, Gender (Male), Email, Phone Number, Language (Spanish), and Practice Type (Primary Care). There is also a section for 'Additional License Info: MD'. Below the provider details, there are sections for 'Facilities' (listing '1. Metro West - Primary Facility') and 'Care Teams'. The 'Attribution' section features two gauges: 'Base Capacity Ratio' at 130% (Assigned: 2,336, Base: 1,800) and 'Total Capacity Ratio' at 59% (Assigned: 2,336, Capacity: 3,960). On the right side, there are sections for 'Specialties & Certifications' (listing 'General Practice') and 'Weekly Availability', which includes a bar chart showing available appointment slots over four weeks.

Week	Available Appointment %	Count
1	51%	14
2	25%	13
3	43%	23
4	75%	14

Performance Management

Insight



PAYER
CONTRACT
PERFORMANCE



PROVIDER/
CARE TEAM
PERFORMANCE



ADMINISTRATIVE
PERFORMANCE

Activation



PAYER
CONTRACT
MANAGEMENT



COACHING/
DEVELOPMENT
& COMPENSATION



CLINICAL
PROCESS
IMPROVEMENT



OPERATIONAL
PROCESS
IMPROVEMENT

Measuring Impact



- Growth
- Profitability
- Quality of care
- Value-based care

Performance Breakdown for **Primary Care**

KPIs Details - 2024

Category	KPI	Goal Name	Target	Actual	% Target	Weight	Score
Clinical Performance	E-Learning Courses	E-Learning Courses Completed	100%	100.0%	100.0	10%	10.0
Operations	Closing Notes	Notes Closed %	95%	99.4%	100.0	5%	5.0
	Productivity	Avg Daily Chk / Daily Target	90%	71.1%	79.0	5%	3.9
Patient Experience	Dr. Evaluation Question	Dr. Evaluation	90%	91.9%	100.0	5%	5.0
	NPS	NPS	75%	92.7%	100.0	5%	5.0
Pop Health / Quality	Chronic Patients	Chronic Patients Seen	82%	92.9%	100.0	10%	10.0
	HCC Audit	HCC Audit	80%	94.6%	100.0	10%	10.0
	HEDIS	Breast Cancer Screening	85%	88.4%	100.0	4%	4.0
		Cervical Cancer Screening	82%	78.8%	96.1	4%	3.8
		Colorectal Cancer Screening	75%	62.9%	83.9	4%	3.4
		Comprehensive Diabetes Care: ...	65%	72.1%	100.0	4%	4.0
		Controlling High Blood Pressure	83%	91.7%	100.0	4%	4.0
Total						70%	68.1

Making Progress

There is only one way to eat an elephant: a bite at a time



ALIGN YOUR TEAM:

Set goals and build a clear plan.

TURN CHAOS INTO CLARITY:

Organize and leverage your data.

SEE THE FULL PICTURE:

Develop data-driven performance insights.

CONNECT YOUR TEAMS AND PROCESSES:

Leverage insight for results.

IMPROVE DAILY:

Measure, refine, and optimize continuously.

Q&A

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Sanitas



Lucerna

Stop by our VBCExhibitHall.com Virtual Booth

REQUEST INFO

SMART ENGAGEMENT AS A SERVICE
START TOUR

Transform data into meaningful action. Acquire, engage, and retain patients or members with our Leap platform and experienced team solution.

RESOURCES

Lucerna
Health Forward

in

Consumer Acquisition
Consumer Navigation
Ecosystem Integration
Patient Engagement
Provider Engagement
Provider Performance

Leap Platform
START TOUR

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CLICK TO VISIT

RESULTS THAT MATTER

Lucerna
Growth
Revenue
VBC performance
Operational efficiency

Thank You

Connect with us today to move healthcare forward!



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