

Leading Health System Fuels Strategic Growth and Outreach with Data-Driven Insights

A leading not-for-profit U.S. health system with dozens of hospitals and more than a thousand sites of care had recently completed a large multistate merger. Leadership for the expanded organization needed a clear, data-backed view of how physicians and care teams were referring patients across geographies and specialties.



Equally important, growth teams — including physician liaisons, strategy leaders, and business development teams — needed tools they could use in the field to guide outreach and acquisition conversations.

Post-merger, leadership needed a trustworthy, enterprise view of referral activity that linked healthcare providers, payers, and patient flows to guide outreach, growth planning, and competitive positioning. Moving beyond fragmented, internal-only insights required a comprehensive, claims-backed view of the referral ecosystem.

After evaluating several leading vendors, the organization chose IQVIA for their superior coverage, industry-best imputed referral methodologies, and the breadth of data assets that could scale with its strategic ambitions. Decision-makers also emphasized the strength of IQVIA's physician roster, describing it as “the

best starting point we had ever seen,” and appreciated the confidence it gave them in targeting provider relationships, outreach and acquisitions.

The challenge: Gaining market and referral visibility after expansion

The health system's immediate priority was getting a trustworthy, operational view of how patients moved through its expanded network.

Strategy and physician liaison teams also needed visibility into which providers were referring, which service lines were growing, and where leakage threatened patient retention. Compounding the problem were gaps in payer coverage and uneven visibility in markets that mattered most, making outreach and acquisition planning difficult.

Leadership needed confidence that the chosen solution would deliver robust claims coverage across priority geographies and across key insurers, creating a defensible model for referral strategy, leakage management, and outreach targeting.

The health system needed to go beyond raw data. They needed analytics sophisticated enough to impute referral relationships, identify physician alignments, and support both strategic growth planning and day-to-day liaison efforts.

The approach: Integrating data, analytics, and provider insights

To address its post-merger challenges, the health system selected IQVIA as its trusted partner. The decision was driven by the breadth of IQVIA's data coverage and the integrated way its solutions work together to translate that data into strategic insight.

“We chose IQVIA because of two things. First, the data. We know their snowball sample of claims is very strong and the best we saw among all vendors. Second, their imputed referral analytics are unmatched. And perhaps most important, they also have the most reliable physician roster we’ve seen.”

— AVP, Enterprise Intelligence at the health system

Once implemented, the organization hosted IQVIA's data on its own environment and connected it to existing Power BI dashboards. This flexibility allowed them to use IQVIA dashboards 95% out of the box while tailoring the remaining 5% to reflect organizational structures — an approach that accelerated adoption. The following solutions worked together to deliver enterprise-scale insights:



OneKey: OneKey, IQVIA's global cloud-based provider reference database, provides real-time data on over **11.3 million HCPs** and **743,000 organizations**. OneKey unified physician and advanced practitioner data across the enterprise, reducing duplication and clarifying affiliations, specialties and locations



Provider Strategy Solution (PSS): PSS connects longitudinal patient activity to individual HCPs across all sites of care, including their prescribing and treatment decisions. It delivers a clear view of patient flow, referral drivers, and competitive dynamics and offers visibility into more than **1.8 billion medical claims**, enabling health systems to understand provider performance, referral relationships, payer mix, and patient flow



Market Strategy Solution (MSS): MSS is a market intelligence and planning platform analyzes the market using longitudinal patient activity. Drawing from more than **1.8 billion submitted and remittance claims annually**, MSS provided the health system with actionable insights into patient demand service line performance, care patterns, and payer reimbursement summarization across specialties and regions

Together, these solutions created a closed loop, with OneKey ensuring trusted provider reference data, PSS enriching provider profiles with claims-based insights, and MSS applying market-level analytics to illuminate patient demand and competitive dynamics. Equally important, IQVIA's partnership went beyond delivering data. Consultants worked alongside teams to tailor solutions and maximize adoption across departments.

The results: A trusted view of referral dynamics

By integrating OneKey, PSS, and MSS, the health system transformed fragmented healthcare provider and claims data into a single, operational view of its referral ecosystem. Teams at every level — strategy, physician liaisons, growth planners, and business development — now work from a consistent source of truth, aligning market strategy with day-to-day outreach.

Executives cited the ability to understand referral patterns with greater accuracy as a key win, particularly in linking providers, payers and patient flows into one coherent picture. Having reliable physician and advanced practitioner data further allowed teams to eliminate duplication and validate affiliations with confidence. In practical terms, this meant more effective outreach, more effective acquisition strategies, and better targeting of aligned physicians.

Even employees who'd been reluctant to adopt a new vendor were convinced once they saw the completeness of coverage and the value of the integrated analytics.

"We had people who were very loyal to the tools they had been using, as people often are. But two years into our contract, many of them came back and said, 'This makes sense now. I get it.' What surprised me most was seeing even the strongest advocates for other tools change their perspective once they experienced the difference with IQVIA."

— AVP, Enterprise Intelligence at the health system

Looking ahead: Extending coverage and operationalizing insights

With a trusted foundation now in place, the health system is exploring new ways to apply IQVIA data to strategic decision-making. Leaders see opportunities to extend utility into share of wallet analysis, growth projections, and physician workforce planning.

Financial integration is another area of interest. Executives noted the potential of combining IQVIA market intelligence with financial data to scope opportunities with greater precision and model the return on service line investments.

Another priority is tackling what the organization describes as "nontraditional leakage," where patients bypass the system not due to referral gaps but because of personal choice, convenience, or preference for highly differentiated services. By uncovering these dynamics, the health system hopes to design point solution strategies that retain patients in pathways essential to long-term success.

Leaders also highlighted the ongoing role of IQVIA as a partner, not just a data provider. Future priorities will involve continued tailoring of dashboards, refinement of analytics, and co developing new views to meet evolving market needs.

In short, the organization views this partnership as a springboard that moves from solving for referral visibility to using data-driven insights as an enduring driver of growth and competitive advantage.

Contact us to learn how IQVIA's integrated data and analytics can unify provider, patient flow, and market intelligence into one trusted view. Turn fragmented information into actionable strategies that strengthen outreach and competitive positioning.