

Use the Table of Contents to find the section that pertains to your question.

For tips on handling objections, visit this Salesforce blog article on [6 Techniques for Effective Objection Handling](#).

## Table of Contents

<b>NEED/FIT</b>	<b>2</b>
1. WE HAVE USED PREMIER FOR PERFORMANCE BENCHMARKING AND IT MEETS OUR NEEDS.	2
2. YOU MAY HAVE HEARD THIS BEFORE, BUT WE'RE UNIQUE AND CAN'T BE COMPARED.	2
3. WE HAVE A PRODUCTIVITY MONITORING SYSTEM.	3
4. THIS SOUNDS LIKE A LOT OF WORK. CAN WE JUST BUY SOME BENCHMARKS AND NOT SUBMIT?	3
<b>SETUP</b>	<b>3</b>
5. WE'VE HEARD THAT ACTIONOI IS DIFFICULT TO ADMINISTER AND REQUIRES A SIGNIFICANT BUILD OUT.	3
<b>TECHNOLOGY</b>	<b>4</b>
6. DOES ACTIONOI HAVE A BI-WEEKLY MONITORING TOOL?	4
<b>BUY-IN</b>	<b>4</b>
7. THE DECISION IS GOING TO BE MADE AT THE EXECUTIVE LEVEL AND ROLLED OUT TO THE HOSPITALS.	4
8. WE TRIED BENCHMARKING A FEW YEARS AGO AND THE MANAGERS DIDN'T BUY IN, SO WE STOPPED.	4
<b>PRICING</b>	<b>4</b>
9. WE'VE CUT OUT OPERATING EXPENSES TO THE BONE. THERE'S NOTHING LEFT TO CUT.	4
<b>OTHER COMPANIES</b>	<b>5</b>
10. WE USE A CONSULTING COMPANY.	5

**Need/Fit****1. We have used Premier for performance benchmarking and it meets our needs.**

- a. **Response:** Premier is a popular tool. We do have clients who started with Premier and switched to ActionOI. When clients switch to Truven from Premier, they usually do so for a few reasons
  - i. Quality and completeness of data
  - ii. The ability to create more relevant compare groups
  - iii. The ability to benchmark at the system level in addition to the facility level

Premier can only do facility-to-facility, but Truven can do system-to-system comparison. This is great for shared service areas, and Truven provides the option to compare to other systems that are also using shared services.

***Additional comments based on history:***

- You mentioned before that the Presence Health executive team doesn't trust the Premier data and that some hospitals who are low performers are showing up as good performers in the Premier database; is that still a concern? When is a good time to start the Data Assessment to show Truven's list of opportunities? I know Q1 2017 was an estimated time frame.
- It also sounds like the Premier tool will have to be re-implemented either way you move forward. There are benefits of starting fresh with a new tool and methodologies in regards to management trusting the data.
- What is the Premier approach for sharing data? For ActionOI, data sharing is voluntary and you can determine who you want to share with in our robust client database.

**2. You may have heard this before, but we're unique and can't be compared.**

- a. **DIRECT** – You're already being compared by bond rating agencies, payors, and the government. Even if some aspects of your organization are "unique", it would be helpful for you to determine if you're uniquely productive and cost efficient ...or not.
- b. **DIPLOMATIC** – While few organizations or individuals would like to be compared, the reality is that government, payors, bond rating agencies and others are already benchmarking you. Wouldn't it be constructive to know as much as they do?

**3. We have a productivity monitoring system.**

- a. **DIRECT** – What data do you use to set your productivity targets? If you're just using your historic performance, how can you know whether your targets are realistic?
- b. **DIPLOMATIC** - Almost all our clients have productivity monitoring systems as they are very complementary to our benchmarking program. Our clients often use our benchmarks as the productivity targets in the monitoring system. Can I tell you more?

**4. This sounds like a lot of work. Can we just buy some benchmarks and not submit?**

- a. **DIRECT** – Just buying some benchmarks may be a first step to consider. But it will take a lot of time and effort to standardize your data so it's reliable and comparable.
- b. **DIPLOMATIC** - Once the system is implemented, and our implementation managers do all the heavy lifting, the system is very automated and doesn't require a substantial amount of resource to support it.

**Setup****5. We've heard that ActionOI is difficult to administer and requires a significant build out.**

- a. **Response:** It's true that there is setup required. We have made a lot of improvements to the setup and submission process, and our implementation services are designed to minimize the burden on your staff. We do work very closely with you to guide the setup and creation of compare groups and data normalization, and we handle many of the components of your first setup so you can observe and participate in the process.

We transition into the observation role for the 2nd submission; your CSM remains available to support you thereafter. Or, if you prefer, you can contract for outsourced submission services. Regardless of how you approach the submission, the value is in the specificity of the benchmarks and compare groups that will be available to you, which significantly improves front-line management buy-in to the process.

We also offer Data submission services, a Truven team who does the heavy lifting of the implementation and provides ongoing quarterly feeds.

## Technology

### 6. Does ActionOI have a bi-weekly monitoring tool?

- a. **Response:** We do not have an application; we have decided to work with vendors out there that have excelled in this area like Kronos, Strata, and API. We can work to export targets and load into their tool.

## Buy-In

### 7. The decision is going to be made at the executive level and rolled out to the hospitals.

- a. **Response:** We have found that ownership needs to be present at all levels for ActionOI to be successful. While the decision is made at the executive level, we see success when the managers have buy-in and ownership in the tool as they are the ones implementing change. They will also be involved in the implementation so early buy-in is key.

### 8. We tried benchmarking a few years ago and the managers didn't buy in, so we stopped.

- a. We recognize that job #1 for us is data integrity. Many of our clients volunteer their time and expertise to continually improve the content of the program to ensure that the comparisons are actionable and relevant. Would you like to talk to some of our clients to hear how the program works for them...and the results they've achieved? (NOTE: this must be answered very diplomatically since you were just told the inmates run the asylum)

## Pricing

### 9. We've cut out operating expenses to the bone. There's nothing left to cut.

- b. **DIRECT** – Until you have external data to benchmark your departments, how do you know there's nothing left to cut?
- c. **DIPLOMATIC** - We hear that frequently but have found that, even when the organization looks good in summary, there are often departments that aren't doing as well as they should. Do you suspect that could be true here?

**Other Companies****10. We use a consulting company.**

- a. **DIRECT** – Contracting directly with us provides many more capabilities including data sharing. And I'd expect our cost would be less than you'd spend on a consulting engagement.
- b. **DIPLOMATIC** - That is often a worthwhile first step. But these organizations quickly recognize that full participation has many more benefits and often cost less than going through a “middleman”. Can I tell you more about the advantages?