

Personas

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Kevin Long, Chief Executive Officer (CEO)



Pain Points

- Does not have access to accurate operational/financial data beyond his own organization
- Data accuracy/integrity is of critical importance – he must be able to trust the data to be able to confidently act upon it
- Timeliness is key – does not have the luxury of waiting for internal IT staff to pull reports
- May not have the expertise or staff bandwidth in-house to participate in an operational benchmarking database program like ActionOI

Needs

- Needs to trust the data if he is going to base his performance improvement plan and his reputation/standing on it – needs to identify the “right” areas/departments for improvement
- Needs to be confident that the benchmark peers are ‘best in class’
- Must constantly prioritize cost and quality initiatives to drive growth and success

How We Can Help

- Desires to have all necessary data available and reliable
- Feels successful when profit margins and quality metrics increase for the healthcare organization
- Can monitor and report on all income, expenditures and productivity against custom peer groups
- Aligns with clinical leadership to achieve better quality care while reducing cost and driving profitability for the organization

Sally Clark, Chief Financial Officer (CFO)



Pain Points

- Has to identify ways to close the multi-million dollar gap in next year's budget
- Has used external benchmarking programs before and has brought in consulting firms but has not been able to easily demonstrate ROI
- Has to balance profitability with quality
- Struggles to lead a culture change across the entire organization (the "We're different" mentality)

Needs

- To identify the 'right' areas to focus improvement initiatives on
- To leverage the best information available as the basis for her decisions
- To eliminate wasteful expenditures without sacrificing quality
- To drive measurable change throughout the healthcare system

How We Can Help

- Provide necessary data to target areas with opportunities for improvement
- Feels successful when profit margins and quality metrics increase for the healthcare organization
- Can monitor and report on all income, expenditures and productivity against custom peer groups
- Demonstrating success to organization to encourage continued culture change

Jeff Reynolds, Chief Information Officer (CIO)



Pain Points

- Spends a lot of time trying to find solutions that connect with current information systems to leverage data to provide quality care
- Struggles to keep up with regulations to meet compliancy standards
- Feeling pressure to consolidate technology to one vendor
- Must manage the implementation of technology across the ever-growing network without additional resources

Needs

- Needs to be able to integrate data from disparate sources across the network
- Automate processes/workflow to ensure minimal error
- Need a solution that will cater to evolving long term needs and can be used across the organization

How We Can Help

- Providing access to operational data to find ways to “do more with less”
- Data feeds from source systems are not dependent upon IT resources
- Continued expansion of our operational data assets into the larger Watson Health Platform to support the triple-aim

Carolyn Nelson, Chief Nursing Officer (CNO)



Pain Points

- Cost cutting pressures due to new reimbursement models means maintaining a very lean staffing model
- Must provide high quality care and meet regulatory quality requirements, including core measures and HCAHPS scores
- Nurse retention continues to be a challenge. Turnover rates are high. The complexity of nursing requires nurses with advanced nursing degrees

Needs

- To effectively measure and compare staffing levels and productivity across the health system
- Enhance the quality and safety of patient care while maintaining efficiencies
- To streamline workflow so staff can provide the best care to their patients to improve the patient experience
- To maintain Magnet status

How We Can Help

- Provide access to extensive unit level benchmarks to monitor and measure productivity, staffing and skill mix levels
- Eliminate wasteful expenses without sacrificing quality
- Leverage robust dataset and data sharing methodology to identify best practices

Rushab Sanghvi, Chief Medical Officer (CMO)



Pain Points

- Health system recently acquired 15 new Physician Groups which must not negatively impact the organizations' profit margin
- Has outdated historical operational performance data but nothing recent
- Faces uncertainty with changes in healthcare reform and struggles with emerging practice models (i.e. ACO's, Medical Homes, etc)

Needs

- Must demonstrate value of hospital-owned physician practices
- Determine where opportunities for improvement exist compared to external benchmarks
- Access to timely and accurate information to effectively manage physician performance and alignment

How We Can Help

- Provide access to specialty-specific benchmarks to monitor and measure productivity, performance and profitability
- Eliminate wasteful expenses and optimize staffing without sacrificing quality
- Leverage timely, robust dataset together with data sharing capabilities to identify best practices and make meaningful decisions

Connie Anderson, Program Coordinator (PC)



Pain Points

- Invests significant effort soliciting data inputs from all the department areas across her institution and reporting them into ActionOI
- Struggles to help managers understand their data and overcome data denial
- Concerned with the integrity of *other* hospital's data when suspect data is found
- Constantly asked by management for more reports in easy to read formats

Needs

- To collect and submit massive amounts of data, accurately and consistently across the health system
- To maintain hundreds of report templates so they can be generated and distributed each quarter
- To be able to articulate results to upper management with confidence
- An easy-to-use program that makes it easy to get data in and results out

How We Can Help

- Provide a streamlined, data uploading process to reduce data integrity issues
- Access to IBM Cognos technology providing flexibility in report formats and extraction
- Highly customized peer group and report template capabilities to address unique end-user needs
- Experienced client services staff and robust support structure to ensure client success