Buyer Collective, Personas and Buyer Journey

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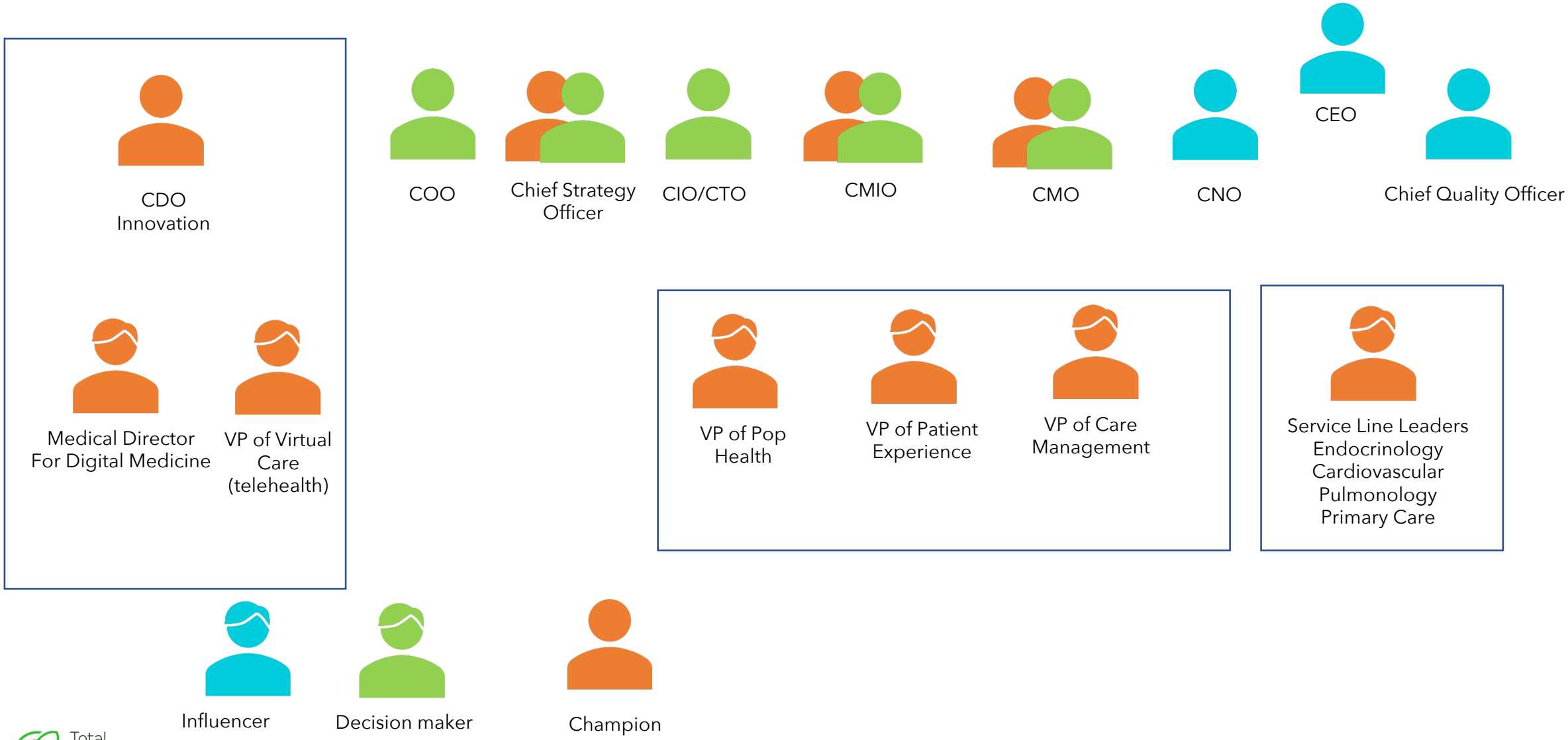
Hospital and Large System Buyer Collective



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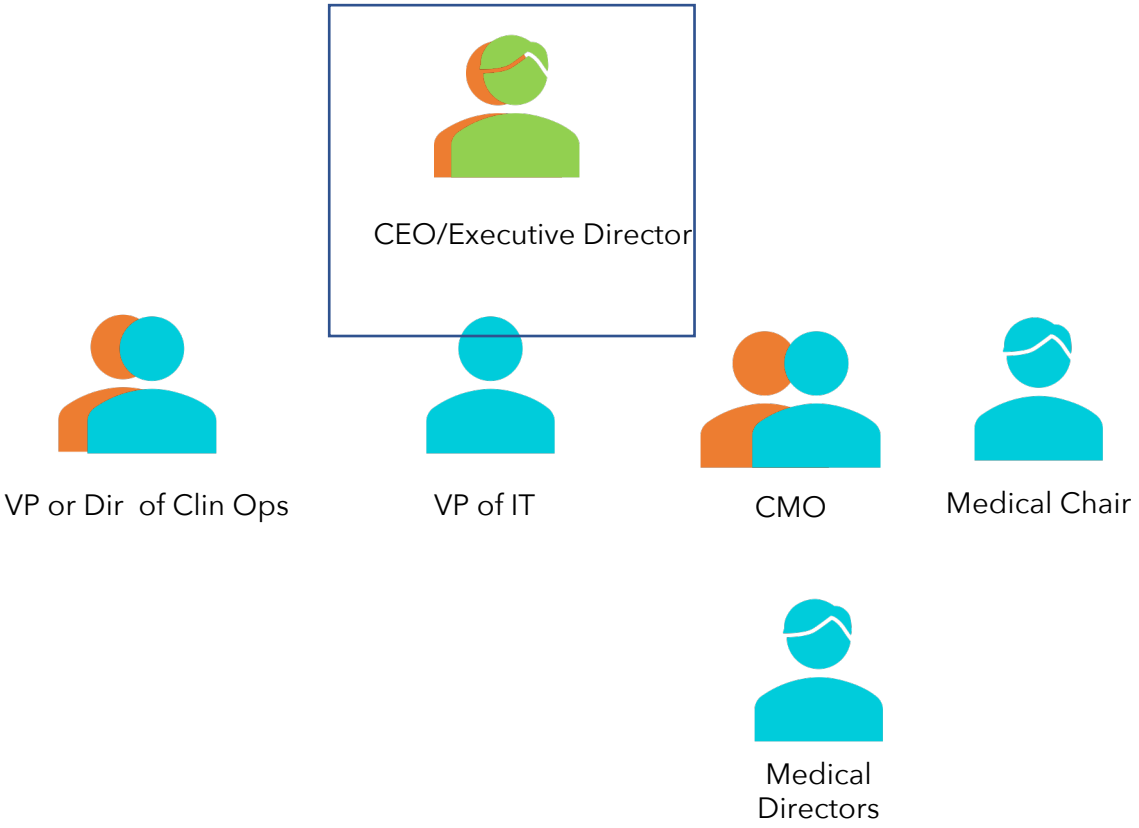
Physician Group Buyer Collective



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Champion Personas

- **VP of Population Health**
  Responsibilities:
  - Virtual Care
  - Care Management
  - Patient Experience
  - Care Navigation
  - Quality Management
  - Patient Engagement
  - Patient Access
  - Home health and long-term care
- **Service Line Leader**
  Specialties:
  - Chronic diseases
    - Endocrinology/Diabetes
    - Pulmonology
    - Cardiology
    - Primary Health
  - Pre and Post Operation
- **Innovation Lead**
  Responsibilities :
  - Digital transformation
  - New care models
  - New technologies
  - Product incubation and commercialization
  - Digital or care innovation
- **Physician Group Champion**
  Responsibilities :
  - Patient acquisition and revenue growth
  - Staffing
  - Quality outcomes
  - Budget
  - Managing VBC contracts
  - RVU budget
  - Productivity
  - Patient satisfaction
  - New models of care

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Persona 1: VP of Population Health or Patient Care

- Jane Smith Senior Vice President of Population Health & Homes
- ASHLAND HEALTH & HOSPITAL SYSTEM
- Responsibilities include
  - Virtual Care
  - Care Management
  - Patient Experience
  - Care Navigation
  - Quality Management
  - Patient Engagement
  - Patient Access
  - Home health and long-term care
- Role in buying process: Champion. Initiates need, leads buying process, key driver in developing requirements

How she describes herself:

- Senior health care executive with a proven record of leadership in planning, developing, operating, and fiscally managing ambulatory centers in an academic setting.
- Operational responsibility for approximately 93,000 patient visits within 22 primary and specialty sites.
- Skilled in fostering collaborative physician relationships, cultivating high performance teams and controlling financial performance in a competitive marketplace.
- Expertise in Physician Practice growth and integrating Physician Practices with hospital systems. An innovative leader skilled in managing organizational change in strategy, operational performance improvement, and new service implementation.
- Strong experience in developing Care Continuum Programs to support Quality of Care Outcomes. Effective with all levels of organization - resulting in strong credibility and the ability to work across a matrix organization to achieve results. History of strong commitment to customer service and clinical excellence.

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VP of Population Health Buyer Journey (1/2)

	Problem Definition	Solution Definition	Vendor Evaluation	Deciding
Questions	How do we define our problem? What's best for our population? How can we do what we do more cost-effectively? How can we improve efficiency? How do we improve patient experience? How can we improve HCAHPS scores? How to improve affordability and access for patients? What's the latest trends in wearables? What happens if we do nothing? Who else has this problem? Why is this problem occurring? Can we solve with what we have? How does this problem fit into our strategic initiatives and priorities?	Should we build or buy? What do we look for in a vendor? What different types of vendors? What can learn from vendors? Who are the authorities in this space? How do leverage existing tools esp EHR? How have our peers solved this problem,? What can go wrong? What are the risks? What's the impact of not doing vs screwing it up? What's resource requirement? How do we avoid failure? What should we budget? How do we staff? How do you get patient engagement/Utilization?	How do you make this successful when most have been disappointing? How do we know who to trust? What's different about this? How is this experience delivered? Does this integrate with our EHR? What are the costs? What are total implementation costs? How quickly/long can it be implemented? What's resource requirement? What else can this solve? Overlap? Ease of use - patients and providers? Is this device agnostic?	What is contracting process? What are your terms and SLAs? What is payments schedule? Can I capitalize this? What guarantees do you provide? How can we customize? Will you stand behind it? How do I know you will be around?

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VP of Population Health Buyer Journey (2/2)

	Problem Definition	Solution Definition	Vendor Evaluation	Deciding
Information they need	Trend reports Stories about orgs like us and what result they got Financial analysis (ROI) Latest best practice	Case Studies How to's Buyer guides Solution definitions Top 5 things to consider	Comparison Matrix RFP Template Success Stories and testimonials Cost/Pricing guide ROI Demo's Integration Guide Milestones Implementation guide Device guide	References SSOC2 and HIPAA Certification
Intent Topics (Bombora)	Medical Reimbursement Medicare Advantage Primary Care Case Management (PCCM) Clinical Decision Support (CDS)	Digital Therapeutics Healthcare AI Internet of Healthcare things (IOHT) Medical Devices Mobile Health (mHealth) Remote-Patient Monitoring Telecare Telehealth Telemedicine Telemedicine Software Virtual Hospitals Wireless Health	Mobile Health (mHealth) Remote-Patient Monitoring	

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VP of Population Health Buyer Journey (2/2)

	Problem Definition	Solution Definition	Vendor Evaluation	Deciding
Sources of Trust	Peers Avia and SG2 Published papers Analysts reports Community needs assessments Google Population Health Associations ACHE NAACOS Home Health Associations	Leading vendors Consultants Beckers, HIT News, etc Analysts (KLAS, Gartner) Influencers Telehealth vendor recommendations {ditto}		

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Persona 2: Service Line Leader

- Devan Batavia, Vice-Chief, Director of Clinical Operations, Appalachia Health Network; Chief, Division of Endocrinology, Healthland Hospital; Vice President, ADA Community Leadership Board; Assistant Professor of Medicine, Drexel
- **Responsibilities include**
  - Patient acquisition and revenue growth
  - Staffing
  - Quality outcomes
  - Budget
  - Managing VBC contracts
  - RVU budget
  - Productivity
  - Patient satisfaction
  - New models of care
  - Relevant strategic pillars
- Role in buying process: Champion. Initiates need, leads buying process, key driver in developing requirements

Experience:

- VP American Diabetes Association Western Kentucky Community Leadership Board
- Faculty, Division of Endocrinology, Faculty, Division of Endocrinology, Appalachia Health Network
- Member of the Educational Coordinating Committee (ECC)Member of the Educational Coordinating Committee (ECC), Drexel University College of Medicine
- Consultant, Institute of Endocrinology, Diabetes and Metabolism Consultant, Institute of Endocrinology, Diabetes and Metabolism, Hexagon Healthcare
- Consultant- Division of Endocrinology, Lords Healthcare (Lords Memorial Research Institute)

Education:

The University of Connecticut Medical Center

TUFS University School of Medicine

Royal College of Surgeons, in Ireland

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Service Line Leader's Buyer Journey

	Problem Definition	Solution Definition	Vendor Evaluation	Deciding
Questions	What are new ways of decreasing readmissions? How do increase program adherence? How do meet our revenue goals? How do we deliver more for less? How do improve HCAHPS? How do we improve productivity? How can we lower burnout? How do we keep our staff? How do we meet our goals given our staff shortages? How do we acquire more patients? How do reduce leakage? How to protect and secure patient pipeline? What our latest innovations in our space?	Who will solve MY specific line problem? Who are the best in my specialty? Who are my peers using? What are the trade-offs in going with a vendor who specializes in a narrow set of uses cases for our service line versus a larger vendor?	Will this integrate with my EMR? (not in EMR) Who is best qualified MY specialty? Will this scale in our organization? Is this a modular solution?	How will selecting you affect my reputation?

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Service Line Leader's Buyer Journey

	Problem Definition	Solution Definition	Vendor Evaluation	Deciding
Intent Topics (Bombora)	Medical Reimbursement Medicare Advantage Primary Care Case Management (PCCM) Clinical Decision Support (CDS)	Digital Therapeutics Healthcare AI Internet of Healthcare things (IOHT) Medical Devices Mobile Health (mHealth) Remote-Patient Monitoring Telecare Telehealth Telemedicine Telemedicine Software Virtual Hospitals Wireless Health		
Sources of Trust	Peers in other orgs Their Dyad Ops Partner Other Service Line leaders in org Studies Industry leaders specialty specific Associations and their professional organizations (e.g. SCH)	Existing vendors for recommendations Note: They do not trust Epic's recommendations		

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Persona 3: Innovation Leader

- Mary Lewis, Health Innovation Executive; VP, Life Sciences and Innovation, Wilson Health
- Responsibilities:
  - Innovation strategy
  - Translating organizational priorities into transformation and innovation strategies
  - Evaluating new technologies
  - Initiating pilots
  - Creating awareness of new technologies and current initiatives externally and internally
  - Connector
- Role in buying process: Champion. Initiates need, leads buying process, connects vendors with executives who own the problem

Self-described:

"Innovator, problem-solver, and all-around implementation guru! Responsibilities include the development and implementation of the Life Sciences Research Enterprise at the Center for Discovery and Innovation as well as the development and implementation of a network wide innovation strategy. Our efforts include fostering new ideas and opportunities internally and leveraging external innovation to drive new care processes and improve outcomes."

- Development and implementation of the Life Sciences Research Enterprise at the Center for Discovery and Innovation as well as the development and implementation of a network wide innovation strategy. Our efforts include fostering new ideas and opportunities internally and leveraging external innovation to drive new care processes and improve outcomes.
- Responsible for growth via external innovation as well as developing an innovative culture internally. All efforts are focused on improving care and care delivery while building a portfolio of intellectual property and related investments.

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Innovation Leader's Buyer Journey

	Problem Definition	Solution Definition	Vendor Evaluation	Deciding
Questions	What new ideas will address our strategic priorities? What can we do to meet our organization goals? How can we reinvent patient experience? How do we do something transformative to affect the burnout issues?	Can we create new commercializable solutions in this space? Has something like this been done before? How can we do something innovative and disruptive?	How does this fit in our tech stack? Can we commercialize this?	

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Innovation Leader's Buyer Journey

	Problem Definition	Solution Definition	Vendor Evaluation	Deciding
Intent Topics (Bombora)	Medical Reimbursement Medicare Advantage Primary Care Case Management (PCCM) Clinical Decision Support (CDS)	Digital Therapeutics Healthcare AI Internet of Healthcare things (IOHT) Medical Devices Mobile Health (mHealth) Remote-Patient Monitoring Telecare Telehealth Telemedicine Telemedicine Software Virtual Hospitals Wireless Health		
Sources of Trust	Avia and SG2 Peers in other orgs Beckers KLAS, Gartner HLTH, HIMSS Health Evolution			

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Physician Group CEO or Executive Director

- **James Moroney**, MD PRC CEO, Medical Director Population Health & Clinical Quality
- Responsibilities:
  - Patient acquisition and revenue growth
  - Staffing
  - Quality outcomes
  - Budget
  - Managing VBC contracts
  - RVU budget
  - Productivity
  - Patient satisfaction
  - New models of care
- Role in buying process: Champion or decision-maker

About Him

- He serves as ARC's Chief Executive Officer (CEO), Medical Director for the Population Health and Clinical Quality, and President of Davidson Regional Clinic Executive Board. He is also President and CEO of Williams Management Systems (WMS), a medical group management organization providing management and billing services to one of Charlotte's largest health care organizations and a third party administrator and utilization review services.

Education

- Dr. Moroney received his medical degree from the University of Dublin,, and completed his internship and residency, serving as Chief Resident, at the University of Illinois, St. Francis Hospital, Evanston, IL. He had additional training at the University of Kentucky, Lexington, KY. He is Board Certified in Internal Medicine, and practices at PRC Far West.

"My goal is for PRC to continue to lead, evolve, and innovate to fulfill our mission of providing access to high quality care while being actively engaged in the communities we serve, working together to address our mutual challenge of the rising cost of health care."

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Physician Group Champion Buyer Journey

	Problem Definition	Solution Definition	Vendor Evaluation	Deciding
Questions	How do we define our problem? What's best for our population? How can we do what we do more cost-effectively? How can we improve efficiency? How do we improve patient experience? How do we compete and keep our patients from going elsewhere? How do increase program adherence? How do meet our revenue goals? How do we deliver more for less? How do improve HCAHPS? How do we improve productivity? How can we lower burnout?	Who are my peers using? What solutions are priced for our type of organization? In our budget range? What will make our work easier and save us time? What solutions will work best with our current technology? How can we find a solution that will solve multiple problems? What do we look for in a vendor? What different types of vendors? What can learn from vendors? How do leverage existing tools esp EHR? How have our peers solved this problem,? What can go wrong?	Will this integrate with my EMR? (not in EMR) Is this a modular solution? Is this easy to use? Will physicians adopt this? What are their minimums? How do you make this successful when most have been disappointing? How do we know who to trust? What are total implementation costs? How quickly/long can it be implemented?	How will selecting you affect my reputation? What is contracting process? What are your terms and SLAs? How can I get out of this if I need to? What is payments schedule? Can I capitalize this? What guarantees do you provide? Will you stand behind it? How do I know you will be around?

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Physician Group Champion Buyer Journey

	Problem Definition	Solution Definition	Vendor Evaluation	Deciding
Intent Topics (Bombora)	Medical Reimbursement Medicare Advantage Primary Care Case Management (PCCM) Clinical Decision Support (CDS)	Digital Therapeutics Medical Devices Mobile Health (mHealth) Remote-Patient Monitoring Telecare Telehealth Telemedicine Telemedicine Software		
Sources of Trust	Peers in other orgs Their network Advice from health systems Associations and their professional organizations	Internal expert		

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