

# Driving Customer Migration Success



## BravoSolution Change Management Expertise Fast Tracks the Premier Healthcare Alliance.

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- Launch of QualityAdvisor™, an innovative product from the Premier healthcare alliance that accelerates the path to quality monitoring and excellence in patient care
- 6,000 users with widely varying needs, skill sets and time to learn a new system
- Nine months to train and migrate customers completely off legacy products that had been in use for more than 10 years
- Aggressive rollout needed to be budget neutral and rely solely on existing resources to remain budget-neutral

### **Change is Good, Really**

For Premier's members, change in healthcare is being driven by forces outside the industry itself. To help its 2,500-plus member hospitals and health networks succeed in this new age of healthcare delivery, Premier introduced Quality Advisor in 2010, an innovative solution that can help hospitals analyze opportunities for improving the quality of patient care and accelerate the path to sustainable change.

Recognizing that many members see 2011 as the defining year for making the changes driven by the Patient Protection and Affordable Care Act, Premier's Informatics team set an aggressive timeline for widespread adoption and user acceptance of QualityAdvisor. For the complete rollout to 600 members – and 6,000 users – the team set a deadline of 12 months.

A schedule this aggressive – with a new product, using existing staff in a budget-neutral fashion – required a completely different approach. Adding to the challenge was the reality that members were accustomed to, and extremely satisfied with, highly customized, in-person training – a model that simply wouldn't be replicable in this case.

**“The QualityAdvisor rollout gave us an opportunity to engage with alliance members on change management and deliver the training required to make change sustainable in a completely new way,”** said Dena Richardson, Premier regional vice president, who led the QualityAdvisor training effort. **“Making that kind of change affects both members and internal stakeholders, leaving no room for trial and error.”**

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So more than the other finalists, the team knew challenges lay ahead and how to overcome them. Second, from the first meeting, the BravoSolution team demonstrated a collaborative approach to problem solving.

“As we talked through our questions, and challenged them on their responses, they rolled up their sleeves – literally – and sat down with us, to work out the best approach,” said Richardson. “It was clear that they understood what it meant to be a partner.”

## Process Rules

Listening, and drawing from their own experiences in migrating customers to new solutions, the BravoSolution team found that Premier’s QualityAdvisor Customer Change Team [QuACC] needed more than a training program and materials. They needed a change management methodology that would be repeatable, scalable and cost-effective. And one that could meet the needs of a widely varied audience of users, from doctors and purchasing teams to hospital executives in finance and quality.

To accelerate success, the BravoSolution team used a commonly recognized framework for driving change management, coined as ADKAR (awareness, desire, knowledge, ability and reinforcement). The team defined first what each stakeholder group required across each of these behaviors, and then mapped the specific materials, communications and programs that would support each audience at each stage.

Response to date from members has been highly positive, even from those who most relied on Premier’s prior custom, on-site training. “With BravoSolution, we created a model that gives our members training for how they best learn. They can read a manual, hear a presentation and practice using the solution with an evaluation at the end – at their own pace,” said Richardson. “And even for users who want on-site training, we leave them with materials that reinforce what they’ve learned, long after the session is over.”

## Solutions from an Unexpected Source

The Premier team learned about BravoSolution from colleagues in procurement, who’d worked with BravoSolution on a wide range of initiatives, many including user training efforts designed to drive adoption.

Two things about BravoSolution appealed to the selection committee. First, as a software company, the team walked the rocky road of migrating customers to a new product themselves.

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## Six months into the program the QuACC team reported compelling results:

- 23% of Premier member facilities have migrated to Quality Advisor.
- 50% of users are trained.
- QualityAdvisor usage for the first quarter of 2011 is consistently trending upward and outpacing the use of legacy systems by 4%.

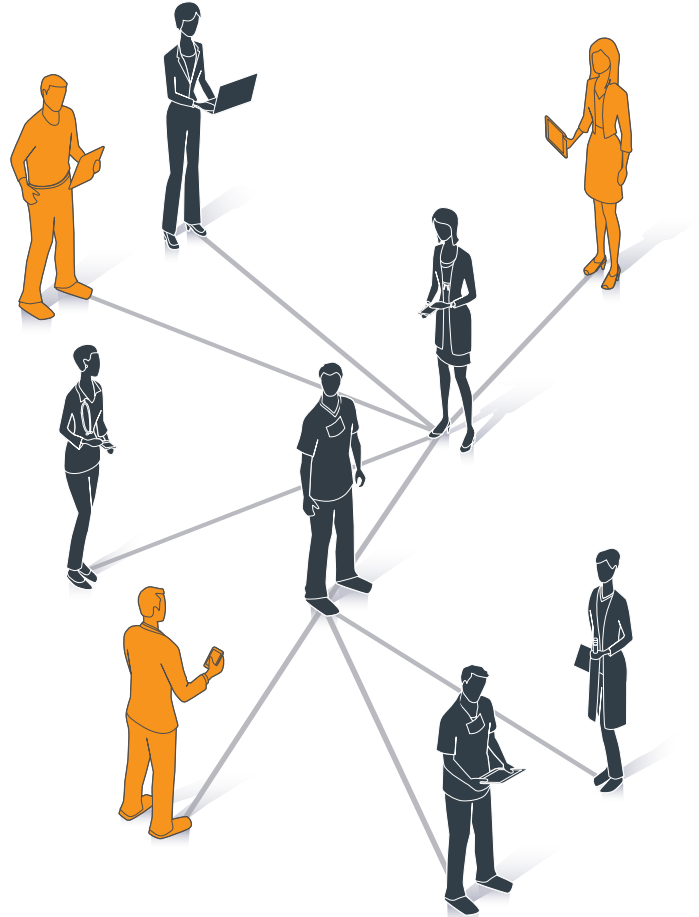
“The team’s approach was disciplined and thorough, and without their expertise and commitment, it would have been a very different outcome,” said Richardson. “We now have a methodology that we can use to repeat on a much larger scale across Premier’s solution portfolio – getting our members what they need to successfully meet the requirements of healthcare reform.”

BravoSolution, the spend analysis company, provides the tools and expertise procurement executives need to save money and improve profitability. BravoSolution offers innovative tools for every aspect of the global supply chain, including eSourcing, supplier performance management and high definition sourcing.

### About BravoSolution

Supply management executives are now, more than ever, under pressure to deliver more savings, develop and manage strategic supplier relationships, accelerate Procurement cycles, and maintain process excellence. Confronted with these diverse yet consistent challenges, CPOs and sourcing professionals must seek tailored solutions that deliver rapid ROI to their business.

BravoSolution offers leading software and services to fit the needs of today’s sophisticated supply management organizations.



Our services organization, one of the world’s largest teams of professionals dedicated exclusively to sourcing and Procurement consulting, delivers lean, targeted services to support strategic sourcing and Procurement initiatives. Our industry leading software toolkit supports the full supply management lifecycle across myriad industries, geographies and business models.

As of today, over 60,000 Procurement professionals in 60 different countries are benefiting from BravoSolution’s

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technology and services – unlocking tangible benefits such as increased process efficiency, decision support, cost reduction, improved process governance, greater quality relationships with vendors and the ability to share, understand and act upon the wealth of sourcing-related data held within their organization. BravoSolution has locations in the United Kingdom, Italy, France, Germany, Spain, Benelux, United States, Mexico, China, United Arab Emirates and Australia.

## About Premier

Serving more than 2,500 U.S. hospitals and 73,000-plus other healthcare sites, the Premier healthcare alliance and its members are transforming healthcare together. Approximately 200 hospitals and health systems created and entirely own the Premier alliance. Premier's mission is "to improve the health of communities."

## What Premier does

- Knowledge sharing about and group contracting for hospital products and services. Premier organizes member committees to evaluate products and services and select those to be placed on contract. Using the buying clout of the entire group of hospitals, Premier staff negotiates contracts. These contracts

are approved by the member committees. Premier's field force works with hospitals to implement contracts. This collaborative action reduces hospitals' staffing needs, improves productivity, and delivers hundreds of millions of dollars in validated savings to our member hospitals.

- Shares clinical knowledge so that hospitals can learn from one another. Premier collects data from participating hospitals. We house the nation's largest detailed clinical and financial database, holding information on more than 130 million patient discharges. Web-based tools allow hospitals to compare their performance in specific areas to peers and best performers, find opportunities for improvement, and track the results of their efforts. This data warehouse is used by the Food and Drug Administration for drug surveillance and by the Centers for Medicare & Medicaid Services to evaluate next-generation payment models.
- Enables hospitals to share insurance claims experience and risk. Hospitals pool money together through Premier to cover the professional liability risks they face. They also share knowledge on ways to improve patient safety and reduce risks. As a result, participants gain control over insurance costs.

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