

Analytics
Steve Wasson
General Manager, Clinical Network
Network Solutions

Analytics:

Hi, I'm Steve Wasson and I'm the General Manager of our Clinical Network.

So, Analytics brings together data from vast sources, whether they be operational, financial and clinical data, to draw out insights that help our customers make better business and clinical decisions and help them really optimize for the future.

Who Buys The Solution?

In terms of analytics, there's different types of analytics, so it's important to know that your buyer for Analytics really depends on the business problem that you're trying to solve. So, for us, and as we're entering their market or going into market, that we're talking to CFO's, whether it be for financial or decision support, where we're increasingly talking to Chief Medical Officers for how value-based care is starting to evolve.

And so, our Analytics solutions aren't targeted to just one buyer, but it's important to know which buyer in the C-Suite needs to draw out those business and, business and clinical insights.

Who Sells The Solution?

Today, our Analytics solutions are being sold two primary ways. So, we have a dedicated sales team that we have within our clinical network. And they're selling into the C-Suite or the CFO and CMO and operational executives within our customer base.

But, increasingly, we're starting to sell some of our solutions into health plans. So, we're also using the health plan sales team as a channel to sell, primarily our risk manager and compliance reporter solutions.

How Is The Solution Sold?

Well, when you think about analytics, it's important to note how you're getting and accessing data. So, when we're selling analytics, it's not just the output of the analytic output that you're selling. You're selling a package of acquiring the right data, so making sure that your customers understand how they need to gain access and acquire the data through connectivity, and package it with the analytics solutions and the business advisors that need to come and help draw the so-what out of the analytics.

So, when you're talking to your customers about buying analytics, I think it really is a package,



Analytics

Steve Wasson

in terms of the acquisition of the data, bringing those insights to your customers and making sure that they have enough advisory services to draw those insights out and make, take action on them.

What Are The Cross-Selling Opportunities?

One thing, in terms of cross-selling, from an analytics perspective, and that we've been doing a lot of advancements with, is around what we're calling Applied Analytics. And it's really taking our Analytics Explorer, which is a data visualization tool, in combination with our business advisors. And we've built packages for department across varying settings of care and other parts of Change Healthcare.

So, one example is, what we've been doing with IWCS around their radiology and cardiology groups. So, what we've done is really make it simple and a way that you can insert it to a current customer, so they can really gain new insights and visualizations to the data that they already have.

And so, we've been putting out a series of these. And so, if you're in those groups, I think it would be important to reach out to John French and Tina Foster and learn more.

How Does the Solution Fit Our Portfolio and Strategy?

So, in terms of Change Healthcare's strategy and really harnessing the power of the data in which we're moving throughout our vast networks, whether they be clinical, financial or operational data. When you think of analytics and the solutions that we're bringing to market, it's really putting the power on top of that data.

So, in terms of our Change Healthcare strategy, Analytics fits squarely in how we want to make sure that the data that we've been in market with for a long time continues to be leveraged, to help our customers gain access to validate based care contracts and really to bring them into the new methods of delivery of healthcare.

How Does The Solution Work?

If you think about what analytics does, it really draws meaningful insights out of what could be disparate data. So, if you think about, if you look at our daily lives, we're using analytics more and more in everything we do, whether it be our, how we keep fit, how we schedule ourselves and how we use our iPhone, for example.

Many of the things we do are analytics. It's telling us the patterns of the data. It's telling us what's different about what's happening around us, so that we can make good decisions and



Analytics

Steve Wasson

choices and change the outcome for the future.

So, when you think about our Analytics solutions, whether it be financial, operational or clinical analytics solutions, what it's really doing, it's taking information, data, and it's drawing some normalcy to it, so you can decide what the best course is for you and the organization and have a different outcome, than if you didn't change any behavior.

So, it's really just giving you a guide for the future.

How And To Whom Do We Deliver The Solution?

So, it's important to know that we have varying offerings of Analytics. And, depending on the use case and depending on the solution, you may have install or cloud-based offerings. Generally, we're optimizing to the cloud. We're optimizing toward data platform, and we're optimizing to bring all data together and have those analytics sitting on top of it.

We do have varying technology ways in which we supply them to our customers. So, as a sales person, it's important to know which ones are offered in which manner.

What Are the Regulatory Factors At Play?

Operating in healthcare, you always have to be aware of the impact, from a regulatory perspective. Analytics solutions really are governed from the data in which we're using. So, depending on the data that is supplied into the Analytics solution, you need to be aware of the use cases and what you can or cannot do with this specific data. So, if it's HIPAA protected or if it has some protections around it for privacy, you need to be aware of that.

What Are The Key Milestones On the Solution Roadmap?

When you think about our global solutions, from the analytics perspective, for all our solutions, we're really navigating to get the acquisition of data, cost of acquisition of data, down to the lowest that we can. So, making it, so that if you acquire data for one Analytics solution, you can use that same data for a different use space in a different analytics solutions.

And so, when you think about our milestones for our roadmap, we're really optimizing to put all of our data in one place, have it in a data platform that can be leveraged throughout Change Healthcare, and having the Analytics solution sit on top of that. Now, that's not a reality, today, in all cases, but that's definitely where we're investing and we're optimizing for.

What Are The Typical Pricing And Contractual Provisions?



Analytics

Steve Wasson

When you think about the contracting of analytics, it depends on this solution, but we definitely...generally have two offerings or two types of offerings, whether it be a software sale, like we have in performance analytics, or we have a subscription service that would be a monthly subscription that your customers would subscribe to, depending on the volume and size and scope of their organization.

What Are The Key Cost Drivers?

Key cost drivers for analytics, again, we have a varied portfolio. But, we want to make sure that our services teams are covered, in terms of the cost to stand up to solution, acquire the appropriate data and making sure that our business advisors are covered, because, when you're selling analytics, you want to make sure that we have the right advisory services wrapped around all of our sales.

Who Are The Other Players?

In terms of our competitors, so, we have competitors in varying offerings. And so, what I would encourage you to do is to look at the documentation to see which competitors are going after the specific space in which our analytics offerings are in. But, Change Healthcare stands really on top of the market, in many of the areas in which we're in. And we're confident we're investing in the right places.

How Does The Customer Measure Their ROI?

So, the ROI for Analytics, I think, is easier than some other solutions, because you're really looking at how your business is performing now, and with those new insights, financial, clinical and administrative insights, you're able to make different decisions, going forward. So, the ROI can be calculated very clearly, in terms of your business is operating before, in this manner. And now, it's operating much more effectively. And you can make that calculation.

And so, strong ROI is always the case for our, for our Analytics solutions.

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