



WAVES

BRIDGING THE COMMUNICATION GAP BETWEEN PATIENTS, THE BUSINESS, AND INFORMATION TECHNOLOGY



Effective communication is a continual challenge for healthcare providers. Communication challenges amongst patients, payers, and providers are frequently linked to inefficiencies that result in unnecessary costs, care delivery errors, and of course negative patient outcomes. ConvergeOne's WAVES Methodology and its deliverables are tailored to resolve key communication issues by providing a clear roadmap to enable objective decision-making for the adoption of solutions that allow providers, payers, and patients the freedom to effectively collaborate and share information using the devices and services that are most convenient and efficient at any given point. In this white paper, ConvergeOne's Mark Wechsler, Vice President, Advisory Services + Collaboration WAVES, provides an overview of the five phases of the WAVES Methodology and shares why they are important for healthcare providers (and their management teams, in particular) seeking practical, pragmatic solutions to solve their communication challenges.

Overview

Effective communication is a continual challenge for healthcare providers. Communication challenges amongst patients, payers, and providers are frequently linked to inefficiencies that result in unnecessary costs, care delivery errors, and of course negative patient outcomes. Enabling providers, payers, and patients the freedom to effectively collaborate and share information using the devices and services that are most convenient at any point in time is critically important to solving these issues across the healthcare enterprise and to provide meaningful solutions in areas such as:

- **Revenue Cycle Management** – automated solutions and self-service for scheduling, registration, claims, referrals, and reminders
- **Clinical Service Collaboration** – incident notification, medical alerts, patient care, and consults
- **Medical Information Access and Acquisition** – ADT, positive patient ID, telemetry, routing, and medication management
- **Resource and Asset Management** – patient locator, asset tracking, and medical transport

ConvergeOne's WAVES Methodology and its deliverables are tailored to resolve the key communication issues associated with these areas. If you are faced with organizational, financial, and operational pressures but lack the tools to evaluate complex collaboration technology solutions internally, then WAVES can provide a clear roadmap to enable objective decision-making for the adoption of practical telecommunications technology – all of which is founded on well-reasoned business facts in support of patient outcomes, cost management, and service delivery priorities.

From the Patient Experience (PX), Customer Experience (CX), and Unified Communications (UC) vantage point, the WAVES Methodology establishes tangible IT/Telecom benefits in terms that are recognizable to IT/Telecom and healthcare business executives. For the CIO and technical team, it provides the details necessary to fully understand the recommended environment – the architecture, design, operation and support parameters, and resource and personnel requirements. For the business and clinical executives (e.g., CMO, CNO, CFO, CEO, and Board), it establishes the solution's value in tangible terms such as:

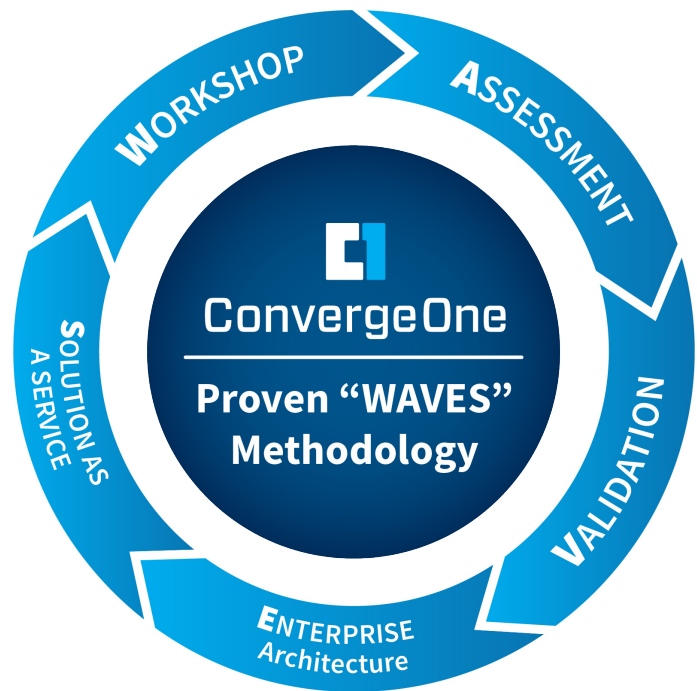
- Strategic value metrics that are associated with enterprise-wide initiatives like growth, competitive positioning, time-to-market, and brand.
- Business impact to establish the solution's influence on various internal performance indicators, such as quality, productivity, effectiveness, quality, patient satisfaction, and retention (both employee and patient).
- Investment requirements that address costs and provide an accurate comparison of what the current-state environment will cost over the next 48 – 60 months in comparison to the proposed solution.

The compilation of data from these three areas establishes the foundation for a true business case. It supplies clear data that either validates or refutes the solution. And it does so in the language of clinical, business, and IT executives. Further, the deliverables resulting from each step in the Methodology are specific and reproducible. They give healthcare management the information needed to understand the business need, reasoning, and impact of each recommendation and solution.

AN OVERVIEW OF CONVERGEONE'S WAVES METHODOLOGY

WAVES is our proprietary Methodology that guides each and every one of our engagements. WAVES is an acronym, with each letter representing a specific phase of the methodology. Each phase provides a specific contribution to the final outcome → a solution recommendation that is tailored to the client's business and technology needs. The WAVES phases, which must be executed in sequence, are:

- **Workshop:** identifies potential VALUE
- **Assessment:** substantiates BENEFITS and who will receive them
- **Validation:** confirms short, medium, and long-term RESULTS
- **Enterprise (Architecture):** commits the technical and business PLAN
- **Solution:** ASSURES the stated goals in terms of:
 - Enterprise objectives
 - Business metrics
 - Utility and asset investments (costs)



The methodology is comprehensive, with the capability to address Patient Experience (PX) / Customer Experience (CX) and Unified Communications (UC).

The WAVES Methodology has adopted specific naming conventions and processes to assure usability and applicability across widely varied healthcare enterprises. For PX/CX and UC, each phase consists of:

- **Activities:** Identifying the primary undertaking and effort. The three major components of each Activity are:
 - **Objective:** establishing the specific outcome to result from the Activity
 - **Tasks:** defining the actual work to be executed
 - **Deliverables:** providing concrete, tangible work product(s) that result from the tasks

Discrete tools are associated with each Activity. The tools facilitate all aspects of our effort and assure work product that is consistent across client engagements, including:

- Process and the execution of the methodology's Activities, Tasks, and Deliverables
- Structure, look, feel, format, and quality for all work and work product

Let's take a closer look at the five phase and why they are important for healthcare providers (and their management teams, in particular) seeking practical, pragmatic solutions to solve their communication challenges.

Workshop

The Workshop helps management determine if they are getting the appropriate benefits from their existing solution and identifies areas of opportunity to improve or expand capability and services.

For PX/CX and UC Workshops, we use a proprietary modeling tool developed by ConvergeOne. The tool enables management representing IT/Telecom, Contact Center, and the business to determine the value and benefit that the telecommunication infrastructure can and should be supplying. The model provides the option for the clients to consider either an Inside-Out or Outside-In view of their environment:

- Inside-Out is appropriate for healthcare providers looking to improve their internal operational efficiency, productivity, or effectiveness while also possibly reducing costs.
- Outside-In is appropriate for healthcare providers interested in supplying service in the manner that is most desired by their patients and customers. This is often the first step toward understanding the patient/customer journey and the development of new or enhanced Patient/Customer Engagement capabilities.

Assessment

Assessment provides insight into the challenges the clinical or business user, call/contact center, and IT are experiencing. It reveals both unique and common issues and challenges being experienced across the enterprise (e.g., Lines of Business (LOBs), hospitals, or departments). Assessment provides management with the ability to understand the results they should expect with respect to the practical application of various technical, functional, and operational capabilities.

The work results in a Current State/Impact Report, establishing the Current State in the business's voice. It states impact in terms relative to the client's desired capability and functionality, answering questions such as:

- "What do we need?"
- "Who needs it?"
- "What is the result of (not) providing it?"





Validation

Validation confirms and assures management's buy-in of the needs and capabilities required to solve their challenges. It confirms the accuracy of their expectations.

An Opportunity Guide and Business Benefit Matrix are developed. The Opportunity Guide enables non-technical management to understand the relevance of technical capabilities via clinical and business use cases. It also enables IT/Telecom management to quickly associate practical ambulatory and acute care requirements and business needs with specific features and functions. The Business Benefit Matrix provides explanations of the key LOB or department challenges, impacts, and recommended fixes. Benefits are stated in terms relative to the business (e.g., staffing costs, referrals, referrals and follow-ups, no-shows, and cost per call).

Enterprise Architecture

Enterprise Architecture proves “do-ability” to the management team. It defines a clear path for the evolution from the existing state to the future state, utilizing guidelines that reflect the healthcare enterprise's current foundation, projected expansion (or shrinkage), and expectations of the business, as well as technical resources (e.g., physical data center, staffing, in-house/external resources). The recommended path includes:

- Architectural modeling and evaluation of the benefits and risks
- Recommendation of the single architecture that best fits the client's needs
- An outline of the necessary implementation phases to complement the client's business plans

Solution

The Solution provides management with the Total Value Equation (TVE), which is the framework for substantiating the value of the full solution over a well-defined time period (e.g. 60 months). The TVE provides necessary business case data regarding:

- Direct Cost, with a comparison of today's cost to an estimate of the future-state cost over an extended time period (e.g., 60 months).
- Savings, or additional cost in real dollars.
- Business Impact, measurable in terms such as productivity, efficiency, or patient satisfaction.
- Strategic Value, in terms such as scalability, competitiveness, or time to market.
- Substantiation comes via ConvergeOne Solution Architect and Design Engineer expertise with:
 - Detailed designs demonstrating practicality and function
 - ConvergeOne and supplier product offerings, as appropriate
 - Implementation project plans assuring execution
 - Support and training
 - Accurate pricing

Each phase of the WAVES Methodology builds upon the preceding phase and contributes information important to the client's management team so they can fully understand and adopt a recommended solution. With the WAVES Methodology, clients can evaluate their investments holistically and prioritize accordingly – all while receiving critical insights that will allow them to make better business decisions.



DIVE DEEPER WITH A WAVES WORKSHOP

With ConvergeOne's structured workshops, we take the time to identify the information we need to collect and assess to determine the most impactful items for your organization, make the right recommendations, and share them with you in a clear and concise, business-friendly report. Register today for a workshop to get started on the path to true digital transformation:

www.convergeone.com/waves

