

VistA

Overcoming Sales Objections

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November 7, 2006



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Agenda

- The Sale
- The Market
- The Products
- The Functionality
- The Assessment
- The Versions
- The Road to HealtheVet
- The Future
- The Press



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The Sale



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Scenario

- You are in front of one of your biggest accounts. You've asked the right questions and gave a dynamic presentation. So much money hinges on this client's answer. Your heart is beating rapidly. Your hands feel clammy. The time has come to ask for the order. You take a deep breath and say, "Let's do it!" But, the client pauses and says, "I'm just not sure. I need to think about it. Call me in six months." End of the road? No! Sale in six months? No! More than likely the client is ready to buy and is just afraid of making an immediate decision. If his fears were eliminated, he'd buy now !



Overcoming Objections

- "Champions have almost an affection for even the peskiest objection" (Tom Hopkins)
- "There is no such thing as an 'objection,' and therefore there is nothing to 'overcome.'" There are only questions. (Plotkin,).
- I can stay resourceful and creative if I only ask myself, "What's great about this question?" (Robbins)
- "Objections are the rungs on the ladder to sales success." (Hopkins)



Types of Objections

- Conditions = “We can't afford it,” or “We need to budget for this.”
- Stalls = “We want to think it over,” or “We want to see it implemented elsewhere.”
- True objections = “I understand this does not have a billing package. Is this true?” or “What about our female patients and children?”



Getting Past Objections

- Develop a generic Q&A for your sales force as part of you educating your customer
- Develop sound project plans that can be used as samples to illustrate your methodology
- Do the research about your customer – understand the “pain points,” which include budget cycle, sponsors, champions, etc.

It's a waist of everyone's time when you come into a meeting and are not prepared.

The Market



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U.S. Health Care Market



The WHO ranked US healthcare 37th out of 191 countries

- Population: 293,027,571 (2004)
- Health Expenditure: 15.4% (2004)
- Health Expenditure: \$1,805 billion (2004)
- Population Growth: .92%
- Average Length of Stay: 5.7 days
- # of Hospitals: 5,764 (2003)
- Hospital Beds: 976,000 (2004)
- Beds/ 000 population: 3.3
- Doctors/ 000: 2.8

Source: Frost & Sullivan, CIA Factbook, Espicom, AHA, OECD Health Data 2003 & California Healthcare Foundation 2005



Nine Technology Trends

Significant Healthcare technology trends for 2006:

1. Consumer Directed Health
2. Disaster Preparedness
3. Disease Management
4. Electronic Medical Record
5. E-Prescribing
6. National Standards
7. Pay for Performance
8. Personal Health Records
9. Regional Health Information Organizations
10. Wireless Security

* Healthcare Informatics February 2006 Issue <http://healthcare-informatics.com/issues/2006/02/>



Health Care CIO Trends

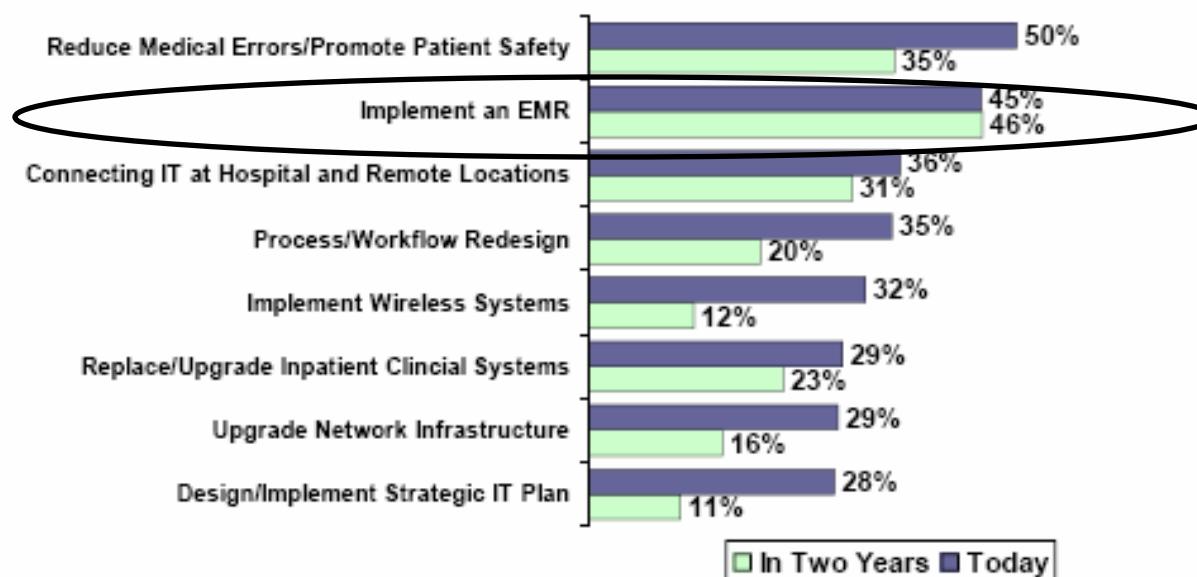
17th Annual **himss** Leadership Survey

Sponsored by ACS Healthcare Solutions

Projected IT Priorities

(Today vs. Next Two Years)

Figure 9



http://www.himss.org/2006survey/docs/healthcare_cio_key_trends.pdf



Health Care CIO Trends

17th Annual **HIMSS** Leadership Survey

Sponsored by ACS Healthcare Solutions

Most Significant Barriers to Implementing IT

(2006 vs. 2005 Results)

Figure 11



http://www.himss.org/2006survey/docs/healthcare_cio_key_trends.pdf



Health Care CIO Trends

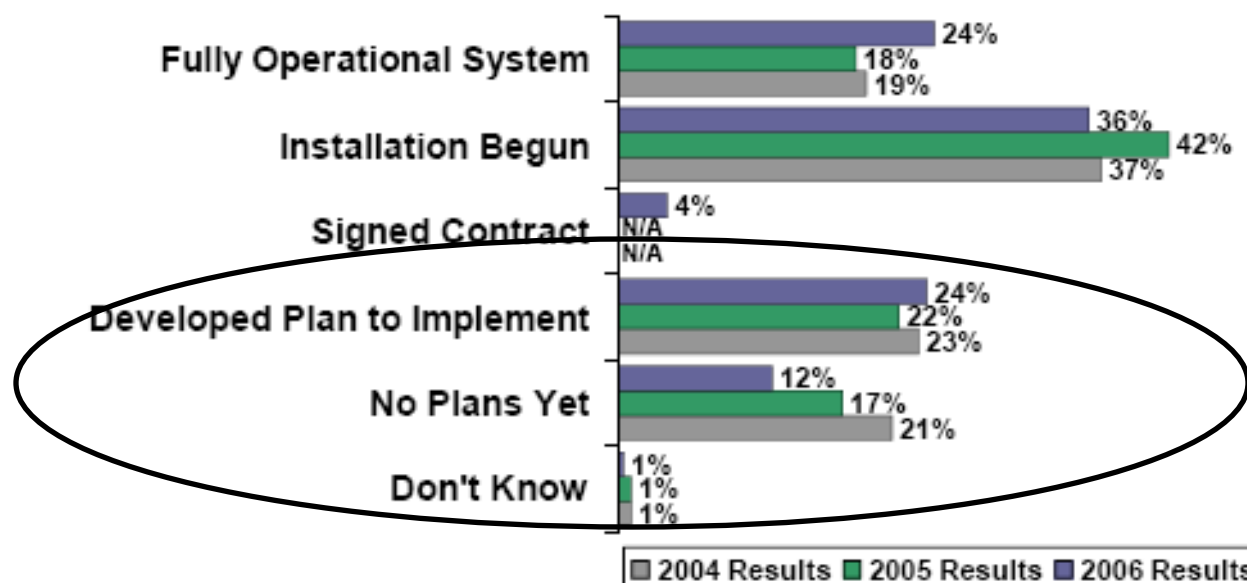
17th Annual **himss** Leadership Survey

Sponsored by ACS Healthcare Solutions

Status of Electronic Medical Record Implementation

(Comparison of 2006, 2005, and 2004 Results)

Figure 13



http://www.himss.org/2006survey/docs/healthcare_cio_key_trends.pdf

The Products



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Other Products

- Cerner. Nasdaq: CERN; Market Cap: 3.82B. Cerner develops and supplies clinical management information systems to more than 1,500 customers worldwide. Cerner offers an integrated suite of products called Millennium designed for use by providers, purchasers, payers and consumers in a variety of healthcare settings. The Company has more than 1,600 developers on staff to provide customized installation services.
- GE Healthcare/IDX Systems.; NYSE: GE Market Cap: 358.41B IDX serves 134,000 physicians at more than 3,200 sites, providing healthcare information solutions for group practices, MSOs, health plans and hospitals.
- Meditech. Private. Meditech provides integrated systems to small and medium healthcare facilities. The Company provides software and services for managing 1,700 worldwide hospitals, ambulatory care centers, doctors' offices, long-term care facilities, nursing homes, and home health care agencies. The Company offers applications for patient identification and scheduling, patient care management, clinical information management, long-term and ambulatory care, behavioral health, and financial and reimbursement management.
- QuadraMed® Corporation Amex: QD. Market Cap: 103.91M As evolving reimbursement scenarios challenge healthcare organizations to leverage quality of care into payment, clients committing to QuadraMed's care-based solutions can realize market leading financial performance. Using QuadraMed's end-to-end solutions to optimize the patient experience and leverage quality of care into payment, our clients can receive the proper reimbursement, in the shortest time, at the lowest administrative cost. Over 2,000 healthcare provider facilities have installed Quadramed.

Source: Thomas Weisal Partners Due Diligence information – August 2004

The Functionality



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EHR Competition

The functionality comparison provides a high level view of the functionalities offered by major IT vendors within the healthcare market.

This analysis categorizes solution functionalities with the following rating system:



Function is well supported, robust functionality



Function is moderately supported, some functionality



Function is not well supported, minimal or no functionality



EHR Functional Analysis

Criteria	Functionality	Cerner	Quadramed	IDX	Meditech	VistA
Administration	Inpatient Outpatient Registration	G	G	G	G	G
	Staffing Reports	G	Y	Y	G	R
	Bed Utilization Reports	G	G	Y	G	Y
	Patient Census	G	G	G	G	Y
	Drug Utilization Tracking	Y	Y	G	G	R
	Solutions Support Regulatory Compliance	G	G	G	G	G
	Clinician Productivity Tracking	Y	G	G	Y	Y
Documentation	Integrated Health Data	G	G	G	G	G
	Document Management	G	G	G	G	G
	Patient Demographics	G	G	G	G	G
	History & Physical	G	G	G	G	G
	Documentation Templates	G	G	G	G	G
	Progress Notes	G	G	G	G	G
	Deficiency Alerts	G	Y	G	G	G
Ancillary	Results / Images Viewing	G	G	G	G	G
	Consultation Communication	G	G	G	G	G
	Scheduling Coordination	G	G	G	G	R
	Custom Departmental Functions	G	G	G	G	G



EHR Functional Analysis

Criteria	Functionality	Cerner	Quadramed	IDX	MEDITECH	VistA
Orders Management	Computerized Physician Order Entry	G	G	G	G	G
	Electronic Signature	G	G	G	G	G
	Rules Based Orders	G	G	G	G	R
	Knowledge Based Orders	G	G	G	Y	R
	Electronic Medication Administration Record	G	G	G	G	G
	Drug Interaction Alerts and Utilization Reminders	G	Y	G	G	R
Accessibility	Remote Clinician and Patient Access	Y	Y	G	G	Y
	Electronic Patient and Clinician Communication	Y	Y	Y	G	Y
	Wireless Devices	G	Y	G	G	G
Finance	Automated Charge Capture	G	R	G	G	R
	Authorization Checking	G	G	G	G	R
	Automated Coding	Y	G	G	G	R
	Automated Billing	Y	Y	G	G	R

The Assessment



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The Assessment

- In order for your customer and you to minimize risk, an assessment must be done. This also helps build a rapport.
- An assessment must be done in two parts. One during the Sale cycle and another prior to implementation.
- EHR implementation fail at an alarming 30%. Customer true objections are based on this %.

The Versions



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VistA and its Versions

VistA is Proven, but what about other versions? Are they proven?

- **VA VistA** - Currently deployed at over 157 Medical Centers, 850 Clinics (1007 sites) on 180,000 PCs and thin clients. Supports 15,000 Physicians, 56,000 Nurses and 33,000 health professionals
CONUS/OCONUS
- **VA FOIA VistA** – Current deployed at seven sites at the Oklahoma Department of Veterans Affairs
- **Department of Defense** - 105 sites CONUS/OCONUS
- **RPMS** – Currently Deployed at 53 sites which Include 15 Federal Hospitals, 20 Federal Health Centers, 5 Tribal Hospitals and 13 Tribal Health Centers. Implementation at NASA in on-going.
- **VistA Office EHR (VOE)** - several sites have implemented the beta version of VOE. CMS to release potentially in Spring 07
- **vxVistA** – 1 site in Texas
- **OpenVistA™** - 5 systems across the U.S.



VistA Legacy?

Q: Why offer a system which is over 20 years old?

A: VistA which began development in 1981 has evolved much like other commercial products including Epic or Cerner or McKesson. It is not a silver bullet, and others in the commercial space are not silver bullets either. It does not have fancy GUI interfacing (other than CPRS), like most of the other commercial systems, however, it does provide all the practical workflow necessary for every part of a patient (veteran) journey in a hospital.

Q: Why offer a system which doesn't have all the requirements our customers need?

A: Define first what your customer need and then see which system provides the best value. VistA may not be the answer, but it does provide substantially more than any one vendor product and is fully integrated to run a hospital (exceptions are pediatrics, ob/gyn). It's always good to know something about all products in the market place rather than discounting one you've never seen or tried.

Q: Why offer a system which doesn't have a billing package included?

A: In 2002, the VA for the first time was allowed to bill secondary issuers. VistA does not have a billing package included, but can interface with most COTS products

Q: Why offer a system that will change substantially with the HealtheVet initiative?

A: Name a package currently on the market that won't change in the next 10 years substantially?



VistA Legacy?

Q: Why offer a legacy system to our healthcare customers which uses MUMPS?

A:.Commercially, in Healthcare MUMPS is still in wide use today by provider organizations and the companies that supply IT solutions for them. The largest of these include:

- VA's VistA, MHS's ALTHA, IHS's RPMS, CMS's VOE
- Intersystem's Cache.
- All major commercial health provider information technology products (except Meditech) that use MUMPS today are written in and supported under Cache. This includes
 - Epic:
 - clients include Kaiser Permanente,
 - Allina Health in Minneapolis
 - Cleveland Clinic Foundation
 - Misys (former Sunquest lab products)
 - McKesson (HBOC) (Star applications)
 - GE (IDX) Centricity Practice Solution (Flowcast)
 - QuadraMed Affinity
- 4. Partners Healthcare (including MGH) where the BICS clinical information system and other elements of Partner's IT infrastructure is supported on Cache
- 5. Misys Ulticare or Ulti-MUMPS.

Entire list can be found at: <http://www.intersystems.com/cache/testimonials/healthcare.html> and <http://www.mcenter.com/mtrc/mlinks1.html-ssi#MWWW>

The Road to HeV

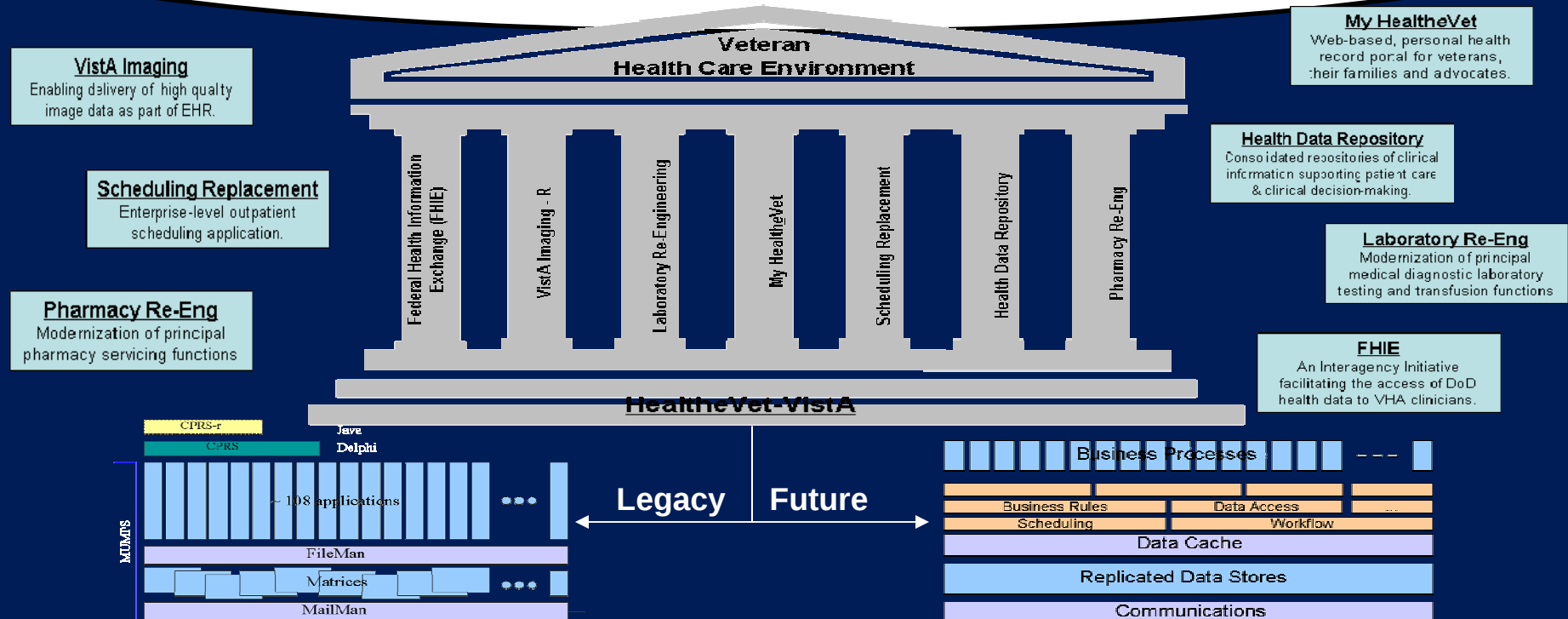


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Creating the Future Veteran Health Care Environment



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Users at Medical Centers 'love VistA'

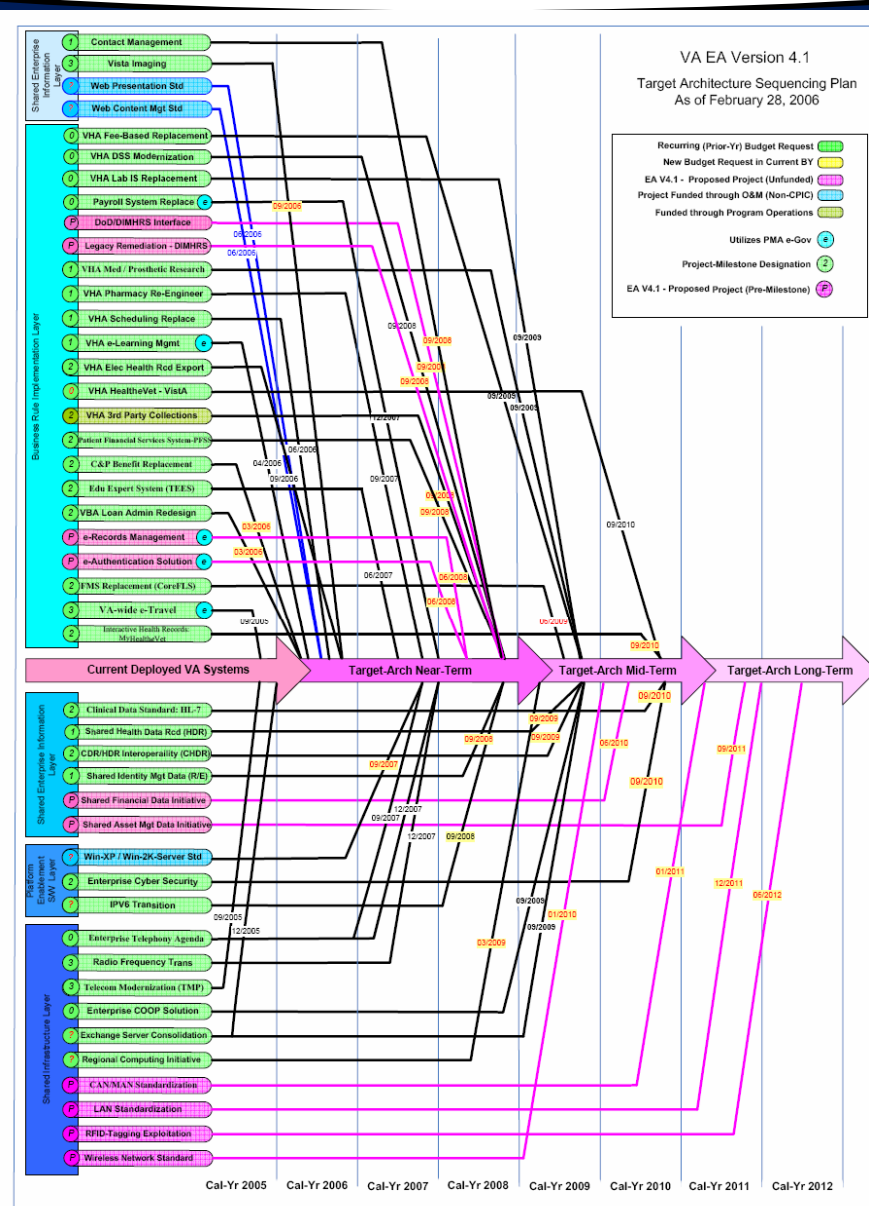
- "World Class" Capability
- It's fast
- It's extensible
- It has most of the functionality users want

But VistA:

- Is built on architecture based on old health care business model - minimal documentation; insecure by modern standards
- Is hard to modify or extend; expensive to maintain; knowledgeable MUMPS programmers dwindling
- Does not easily accommodate mandated changes - HIPAA, etc., or facilitate outcomes research
- Does not provide a national EHR for today's mobile population and is facility centric vs. patient centric



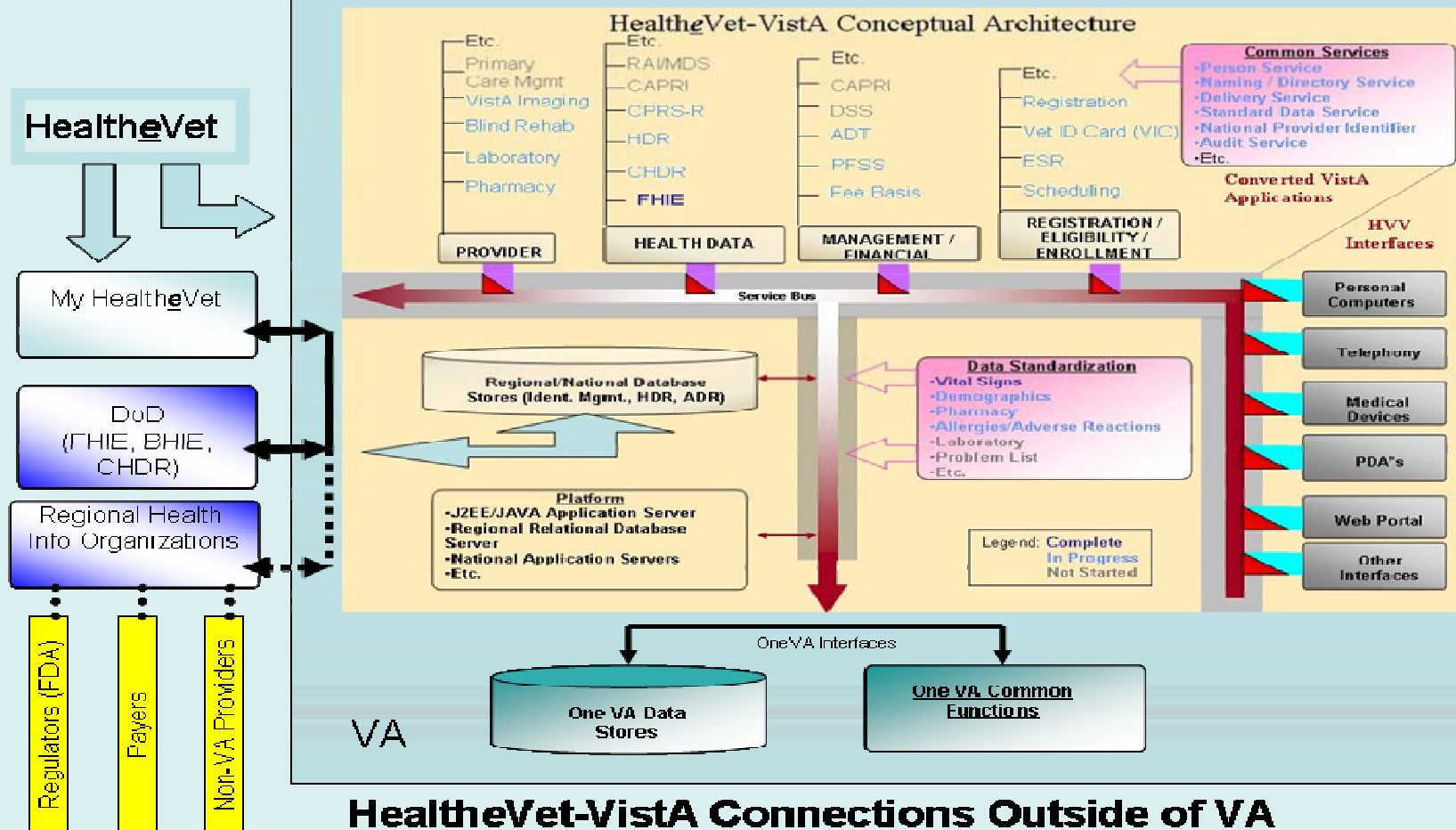
HeV Target Architecture Sequencing Plan





Health_eVet 2012

Conceptual Architecture





VA's HeV Infrastructure

Current Infrastructure

CPRS

VistA

Cache

HP OpenVMS

HP Alpha

Future Infrastructure

Healthe_Vet

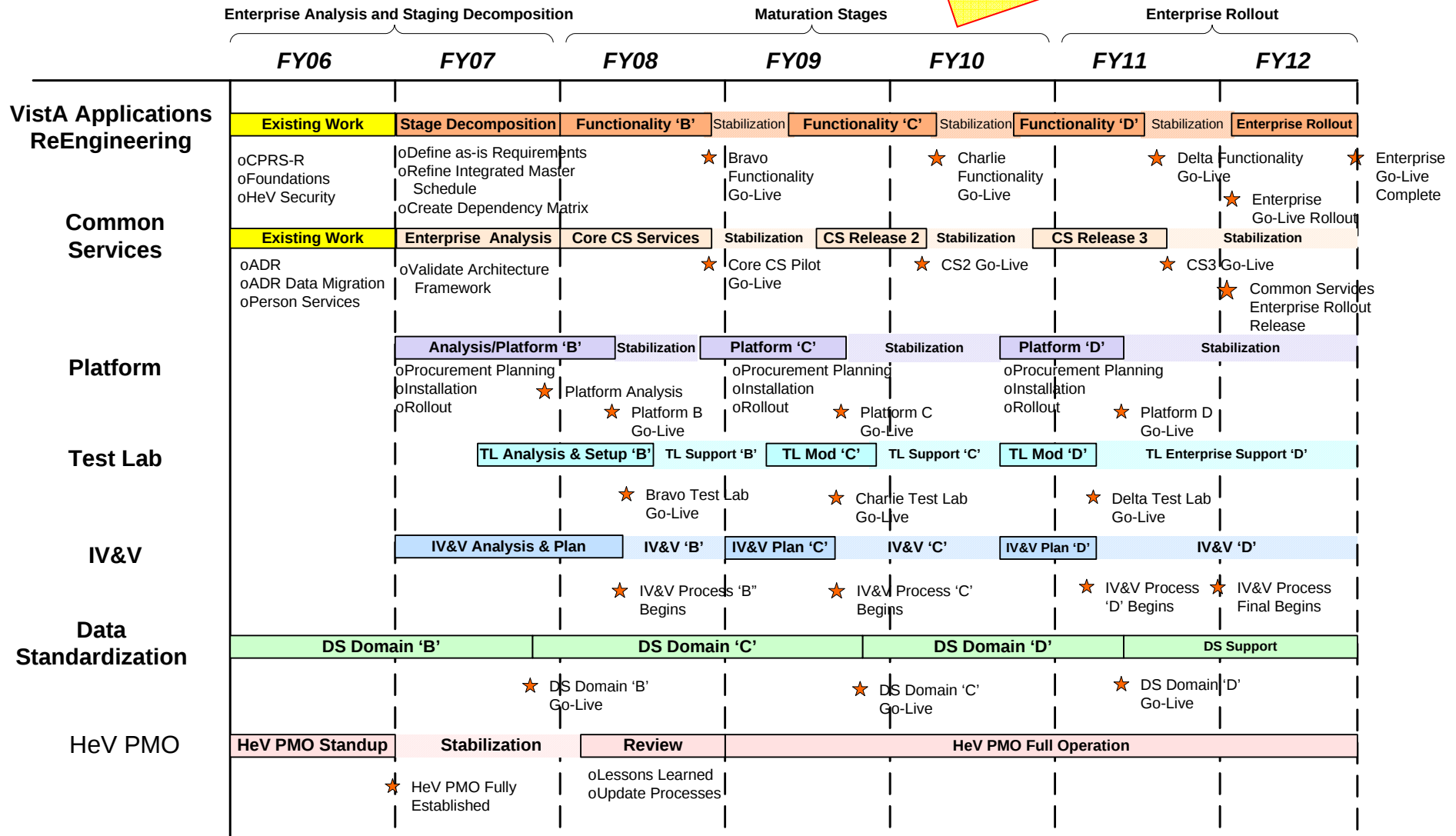
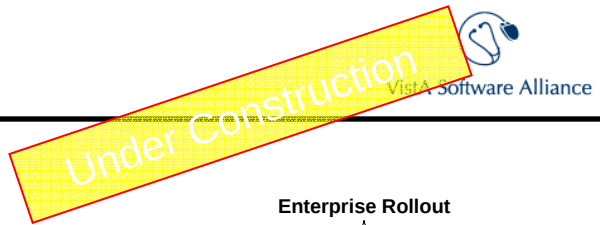
Oracle/Cache

Linux

Commodity

95% of all systems in the VA run on Alpha/VMS/Cache

HealthVet Staging Diagram



The Future



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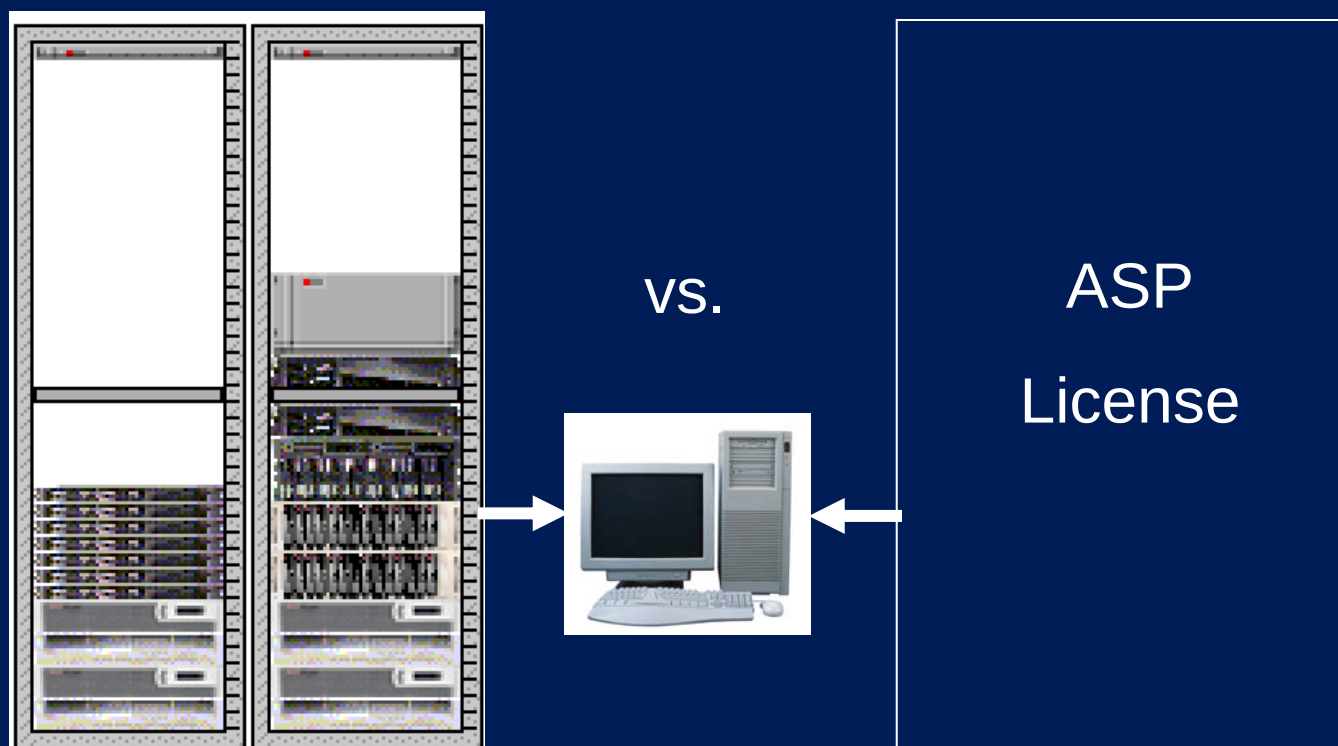
Examples of VistA Infrastructure

Generic Components	Possibility 1	Possibility 2	Possibility 3
CPRS	CPRS	CPRS	CPRS
VistA	VistA	VistA	VistA
Database	Cache	Oracle	G.TM
Operating System	OpenVMS	Windows 2003	Unix/Linux
Hardware	Alpha/Itanium	Intel	AMD



VistA Support Models

Server vs. ASP



The Press



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Patient Care Comparison

VA Touted as Model of Efficiency

- The Department of Veterans Affairs has become a "national leader in efficiency and quality," thanks largely to its investments in health IT, Fortune reports in an overview of how the VA has wired its practices in the last few years.



From Fortune Magazine

May 04, 2006



Patient Care Comparison



**Department of
Veterans Affairs**

**Office of Public Affairs
Media Relations**

**Washington, DC 20420
(202) 273-6000
www.va.gov**

News Release

FOR IMMEDIATE RELEASE
April 11, 2006

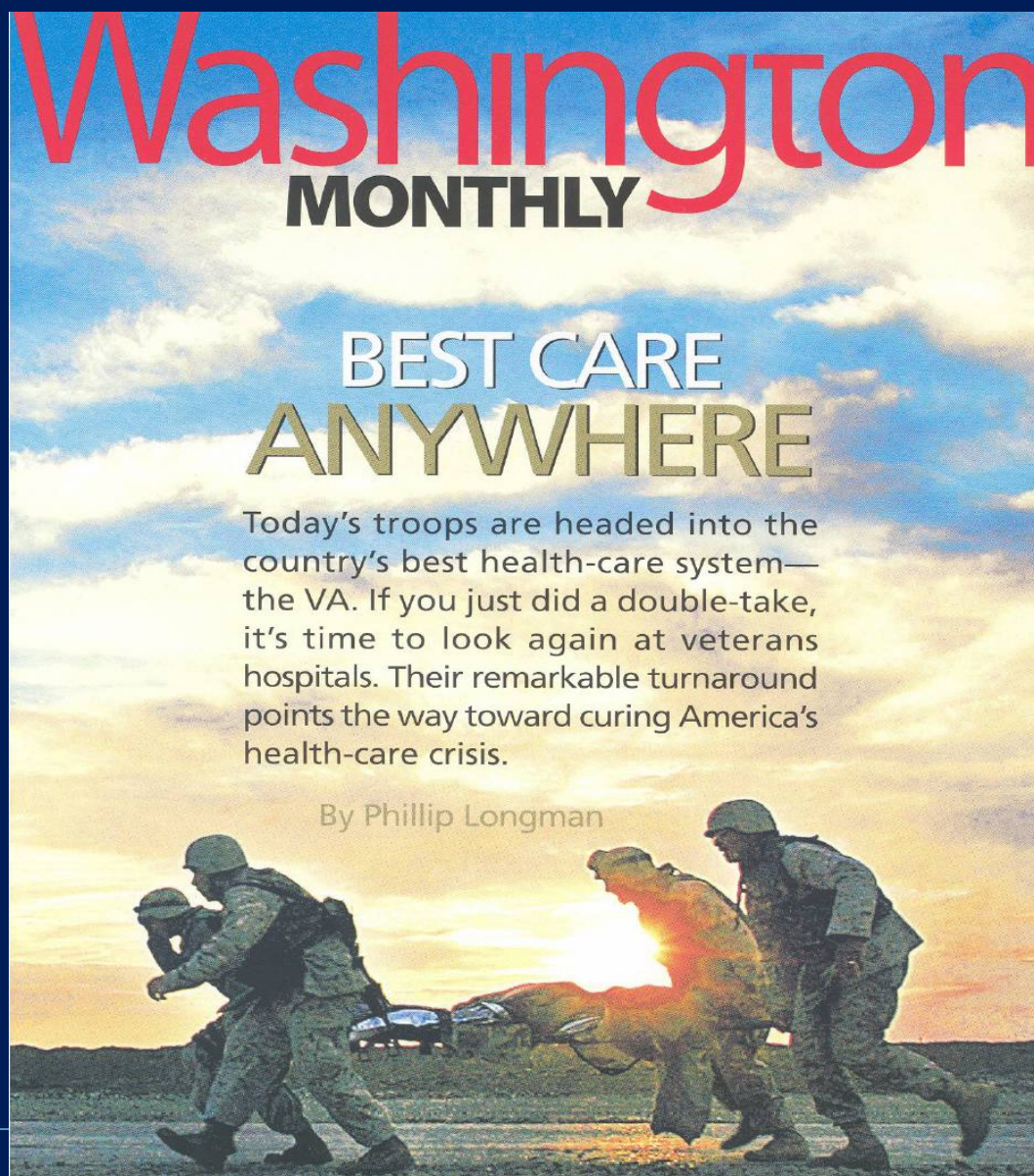
Harvard Honors VA's Computerized Patient Records System *One of "Top 50 Government Innovations"*

WASHINGTON – Citing the Department of Veterans Affairs' (VA's) leadership role in transforming health care in America, Harvard University has recognized VA's computerized patient records as one of the "top 50 government innovations of 2006."



Praise for VistA...

And in
January
2005...





Contacts

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VistA Links

VistA-CPRS Demo - <http://www1.va.gov/CPRSdemo/>

CMS - VistA Office EHR –
<http://www.cms.hhs.gov/quality/pfqi.asp#Vista-Office%20EHR>

Indian Health - RPMS - <http://www.ihs.gov/Cio/RPMS/index.cfm>

DoD - CHCS <http://www.tricare.osd.mil/peo/citpo/projects.htm>

Pacific Hui - <http://www.pacifichui.org/>

WorldVistA - <http://www.worldvista.org>

Hardharts.org - <http://www.hardhats.org/>

Vista Software Alliance- <http://www.vistasoftware.org>



VistA Reading

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3. [The Veterans Health Administration: Quality, Value, Accountability, and Information as Transforming Strategies for Patient-Centered Care](#), The American Journal of Managed Care, November, 2004. <http://www1.va.gov/cprsdemo/docs/AJMCnovPrt2Perlin828to836.pdf>
4. [Comparison of Quality of Care for Patients in the Veterans Health Administration and Patients in a National Sample](#), Annals of Internal Medicine, December, 2004. http://www1.va.gov/cprsdemo/docs/Internal_Medicine_Article_on_VistA.pdf
5. [The Best Care Anywhere](#), Washington Monthly, January/February, 2005. http://www1.va.gov/cprsdemo/docs/Article_Washington_Monthly_Jan_Feb_2005.doc
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7. Munnecke, Tom, "Personal Health: From Systems to Space," July 19, 2002



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