Prescribing New Solutions for Communications in Healthcare

Five Ways Video Streaming Improves Efficiency and Patient Care

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Wainhouse Research White Paper:
Prescribing New Solutions for Communications in Healthcare: Five Ways Video Streaming Improves Efficiency and Patient Care

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Video’s Role in Addressing Transition in the Healthcare Industry

The pace of change in the healthcare industry might be enough to make any professional feel dizzy. While the heated debate in the U.S. regarding the Affordable Care Act (ACA) and the constant rollout of new pharmaceuticals and treatment programs may grab the headlines, virtually every facet of medical organizations’ day-to-day operations are experiencing a fundamental transformation.

In the U.S., the ACA has led to significant change in areas like digitization of patient records, delivery of insurance services, and approaches to integrated healthcare delivery services (IDSs). Service provider consolidation has become common, and in fact, some industry watchers called 2016 the “year of merger mania” in the healthcare industry.¹ To some extent this has been the result of “vertical acquisitions,” in which hospitals increasingly are combining with outpatient clinics, physician practices, and other facilities to create mega-IDSs.

The complexity of the challenge facing administrators, managers, and trainers in the healthcare industry is magnified by its sheer size, which accounts for more than one-sixth of all spending in the U.S. economy. Yet other developed nations have experienced spending increases of their own over the past 30 years as well, leading their healthcare systems to struggle also with constant change.²

This is an industry in which Learning & Development (L&D) organizations are busy communicating and training to address the impacts of change taking place in a highly-charged, compliance-oriented environment. Meanwhile, moves by policymakers, government entities, insurance companies, and manufacturers contribute to accelerate the pace of change. Business managers across the board must carefully craft their go-to-market strategies, and then employ the time and tools needed to communicate their vision to a widely-distributed network of partners, researchers, clinicians, care providers and other professionals.

Such rapid and constant change instantly creates the need for improved training – and for new tools to deliver enhanced training. For one thing, clinical services need standardization and every time provider consolidation occurs, the new entity needs to ensure standards become consistent – with the goal of enabling everyone to be as productive as possible.³ At the same time, community and organizational culture must become consistent and shared – healthcare delivery is about people as much as about processes and products.
In an era in which organizational flux has almost become the norm, healthcare managers are embracing emerging technologies that can help them communicate with their teams more effectively. Take the case of streaming video, for instance. In a survey of 184 healthcare professionals conducted by Wainhouse Research (WR) in the fourth quarter of 2016, three-quarters of respondents (75%) said they agree or strongly agree with the statement that “our organization should do more to capitalize on currently available video technologies to enhance communications.” Nearly one-third (32%) said they “strongly agree” with the idea that video should be used more extensively by their organization.

Online portals and on-demand video are finding rapid adoption and helping to address this growing demand for communications. Clinics, hospitals, primary care providers, teaching institutions, non-profit service organizations, and supply-chain providers (technologies, pharmaceuticals, etc.) all are discovering that streaming and webcasting technologies can help their organizations enhance efficiencies and serve their many stakeholders.

Today, these healthcare organizations are using streaming video for a range of applications that include training, community-building, meetings, and events. These activities may be built around internal or external communications, and they may comprise business to business (B2B) or business to consumer (B2C) forms of communications – or both. This white paper highlights five situations or operational settings in which healthcare organizations are actively employing streaming video to enhance efficiencies and better serve stakeholders. These five areas are:

- Improving Productivity of Clinical Care
- Enabling Quality, Cost-Effective Training and Onboarding
- Understanding Demand for Services
- Fostering Community
- Managing Organizational Transition

While the impact of streaming video likely is felt by healthcare organizations beyond these five areas, in this paper we showcase these implementations to demonstrate the sheer volume of activity taking place and highlight innovative use cases and best
practices. The goal is to help professionals in the healthcare field to recognize the impact that streaming can have on addressing their day-to-day communications needs.

Methodology
In this paper Wainhouse Research draws upon one-on-one interviews with professionals in the healthcare industry, along with briefings with streaming technology vendors to identify issues of importance to executives. The paper also draws upon a survey of 184 healthcare industry executives conducted in the fourth quarter of 2016 to gauge their use, deployment, and perceptions of streaming technologies.

The one-on-one interviews were conducted with professionals from five unique organizations spanning the U.S. that represent distinct, differentiated segments of the healthcare industry:

- **Marshfield Clinic Health System** (MCHS), the largest private group medical practice in Wisconsin and one of the largest in the United States, with more than 700 physicians representing over 80 different medical specialties, more than 6,000 additional employees, and over 50 locations in northern, central and western Wisconsin.
- The **GE Healthcare Automated Breast Ultrasound** (ABUS) unit within GE Healthcare, focused specifically on delivering 3D ultrasound technology to providers to supplement mammography and support early cancer detection in women with dense breast tissue – 40% of the U.S. population of women between ages 40-74.
- **ABC for Health**, a Wisconsin-based, not-for-profit public interest law firm dedicated to ensuring healthcare access for children and families, particularly those with special needs or who are at risk.
- **Michigan Public Health Institute** (MPHI), a not-for-profit in the state of Michigan with the mission of promoting health and well-being in the state, working closely with state government and other clients to implement health programs and policies.
- **St. Vincent – Evansville** (Indiana), formerly known as **St. Mary’s Health**, a part of **Ascension**, the nation’s largest non-profit health system and world’s largest Catholic health system.

Each of these organizations – whether direct healthcare provider or support organization – has identified multiple use cases for online video that have generated a significant impact in helping them achieve their mission. We also note that just as healthcare delivery is universal – it happens everywhere – the adoption of streaming video for improvement of organizational training and services is happening across the globe.
Why Healthcare Organizations Deploy Streaming Video Technologies

“Streaming video” is an umbrella term describing the technologies that make it possible for organizations to distribute video to PCs, tablet devices, smartphones and a host of other digital devices. Some software tools enable presenters to combine streaming video with other visual content, such as PowerPoint or Keynote, to create a more engaging experience for online viewers.

For both live event streaming and on-demand access, a user does not have to download the entire digital file before starting to watch / listen to it. The magic to solutions provided by streaming and webcasting vendors is that they blend content capture tools with delivery systems (servers, network tools, players that work on computers and mobile devices) in such a way as to deliver training and events, real-time and on demand. More advanced platforms often incorporate tools for managing content, features enabling the sharing of content, and integrations with Learning Management Systems (LMSs) or other compliance-related platforms.

Software solutions optimized to make the most of online video can play a big role in helping healthcare organizations maximize the value of their communications initiatives. Streaming technology platforms convert video content into formats suitable for online distribution, help to manage who gets access to live and on-demand content (important in terms of patient confidentiality laws), track the extent to which viewers are watching videos, and provide analytics to quantify the reach and impact of the videos being distributed.

The technologies are proving to be a winning combination in the eyes of executives working in the healthcare field.

One of the factors driving increased investment in streaming video by healthcare organizations is that executives recognize that the technology works. Nearly nine out of 10 healthcare respondents (89%) surveyed by Wainhouse Research describe streaming video as an effective tool for communicating work-related information. (Figure 2)

Many of the benefits that flow from the implementation of streaming video are based on its ability to scale and support
useful flow of information on a one-to-many basis. That flow may involve providing information and training to consumers, such as patients and their families, or to others within the healthcare delivery supply chain. Whatever the audience, streaming-enriched communications helps to build community among stakeholders – at whatever juncture in the community they may find themselves.

To better understand the impact that streaming video can have in different segments of the healthcare market, consider the real-world experiences of organizations that have put the technology to work to achieve specific communications objectives.

**Streaming Video Use Case #1: Improving Productivity of Clinical Care**

**Marshfield Clinic Health System** has more than 50 locations in northern, central, and western Wisconsin. It offers ten urgent care facilities and dozens of clinics. While for years it has provided inpatient clinical sites, the organization has expanded into hospital care in recent years and now owns two hospitals and is part-owner of a third. The goal? Taking care of the whole patient, with a special focus on secondary and tertiary care. MCHS is using streaming video for grand rounds, whole-patient care, and to address its recent M&A activities to create an IDS with consistent quality-of-service.

Delivery of high quality clinical care can be said to be dependent on a complex web of provider training and ongoing lifelong learning, hospital + clinic standards, information systems, technologies and approaches to care. This matters at the quality-of-care level, as well as at the business level: healthcare ratings based on measurements of hospital, health plan, physician, and patient experience quality are essential to the future of any organization. Thus, providers focus on making clinical care more consistent while improving productivity – and streaming video is an invaluable tool for delivering information and helping achieve quality results.

Streaming video is being used by many organizations at the front lines of healthcare delivery for grand rounds – helping to improve professional services and maintain consistency of care. Marshfield Clinic is one of those institutions, which records its physicians' grand rounds for review and Continuing Medical Education (CME). Streaming video has provided Marshfield Clinic with a means of delivering both live streaming and on-demand video, and with its busy professional staff, it has created a convenient method

*We must be as lean as possible and the Clinic sees streaming video and our Mediasite deployment as a valuable source of information not available via other tools.*

– Dick Kenitzer, Televideo Team Lead, MCHS
to support those who simply cannot attend meetings because they are caught up in patient care or other duties. About 95% of its usage are for internal communications purposes, with many programs recorded from a 125-seat auditorium.

For healthcare providers, the ability to leverage streaming video to enhance professional practitioner and staff productivity is a big deal. When asked to identify the relative importance of a variety of benefits resulting from implementing enterprise communications technologies, no factor is cited by healthcare executives more than “improves productivity.”

When asked to describe the issues that are “very important” in gauging the effectiveness of enterprise communications technologies, 59% of healthcare executives cited “productivity” as a key metric (Figure 3). While a range of tangible and intangible concerns also were cited as “very important” in evaluating these technologies, the response levels recorded for “improves productivity” illustrates the healthcare industry’s focus on tools that can make their workforce work better.

Of course, some executives are less likely to be swayed by the idea of enhancing productivity through the implementation of streaming technology solutions. In certain organizations, evaluation of streaming technologies becomes a pure dollars and cents proposition where the financial benefits that result from streaming video may outweigh the costs associated with implementing the solutions. In many others, however, streaming video is as basic a communications tool as a telephone: it needs no calculated ROI, and instead is just part of the cost of doing business.
Streaming Video Use Case #2: Enabling Quality, Cost-Effective Training and Onboarding

GE Healthcare’s Invenia Automated Breast Ultrasound System (ABUS) addresses a serious issue related to conventional mammography: it may miss over one-third of cancers in dense breasts. The Invenia ABUS is a comfortable, non-ionizing alternative to other supplemental screening options for women with dense breasts, and has been shown to improve breast cancer detection by a 55% relative increase over mammography alone.3 GE Healthcare Education uses Mediasite to provide a blended learning program: peer-to-peer live virtual training combined with on-demand training for both its ABUS and Digital Breast Tomosynthesis (DBT) training. On top of that, a custom Learning Management System (LMS) integrated with Mediasite lets each hospital’s Quality Manager track physician learner paths and see certificates of completion. GE Healthcare has supported the training of 2,100 radiologists and other physicians and technicians on its product since 2015. The impact of streaming video on the quality of clinical care stretches into the realm of medical device manufacturers. For instance, GE Healthcare ABUS used streaming video to quickly respond to Food and Drug Administration (FDA)-mandated new modality training for Breast Tomosynthesis. GE Healthcare Education had a challenge:

From my experience and background, there always has been the need for education in healthcare. I think there is a growing value in cost reduction, so the need is to create a virtual environment that feels more connected or immediate to customers and engages them. The application of collaboration is going to continue to grow and evolve.

- Renee Godette, Global Education Program Manager, GE Healthcare ABUS

The use cases for streaming video for training can embrace both internal and external training. Streaming video combines the delivery of compliance-related or standard job material with the ability to improve productivity by time-shifting or eliminating travel – which was the second-highest-rated benefit of enterprise communications platforms in the healthcare provider survey. Additionally, it can be used to support the latest use cases for employee development, such as microlearning and coaching / mentoring.

The ability to train takes many forms, with many potential audiences. The beauty of streaming video for training is that 1) different training modules can be designed based on specific audiences and their respective knowledge levels; 2) training can be delivered both real-time and on demand – meaning content becomes an asset that saves the time of both trainer and learner; and 3) training sessions can be created and then reused, sometimes by taking content and mixing it into new material.
getting physicians up-to-speed from scratch to deliver clinical care on new equipment they did not know. This had an immediate impact on clinical care as the company trained an entirely new set of physicians. By addressing this time constraint, streaming video directly impacted clinical care.

Results from the WR survey also illustrate that healthcare executives have a clear understanding of the financial impact that streaming-enriched training can have on their organization’s performance. Consider the following findings, based on responses from healthcare executives participating in the survey:

- **77%** agree that online training sessions can match or exceed the opportunities for instructor/learning interaction than is available in traditional classroom settings
- **71%** would prefer attending onboarding classes conducted via live streaming video compared to traveling to attend a face-to-face session
- **82%** describe pre-recorded training videos as a valuable work tool

**Streaming Video Use Case #3: Understanding Demand for Services**

Wisconsin-based ABC for Health tackles the critical challenge of dealing with the complexities of the American multi-payer healthcare system. Its attorneys and Health Benefits Counselors and Advocates help clients learn about their options and resolve coverage questions, focusing on two areas: legal rights and insurance matters. One way it uses streaming video is to train direct providers: how they can improve their workflows, advocate for patients, and answer patient queries. Another way is to educate parents and consumers of healthcare services via its HealthWatch Video Case Tips, a series of online web episodes meant to keep viewers up to date on information from the healthcare industry. Much of ABC for Health’s video output is designed based on monitoring consumption patterns and identifying stakeholder needs.

Healthcare organizations increasingly are leveraging analytics provided by use of live and on-demand video to support their stakeholders with new products and services. This is because – by reviewing how video is consumed – an organization can come to understand which topics are of greatest interest – in effect, “where is the greatest need” for information.

Similarly, ABC for Health uses streaming video to find patterns – which can represent stakeholder needs.

When content is accessed frequently, this legal services non-profit creates additional content because it discovers what areas of health insurance stakeholders are struggling
to understand. This has led to the understanding that “shorter is better” and the ability to produce short clips quickly is invaluable.

Yet ABC for Health has found other opportunities as well, such as a product currently in development that would incorporate a custom-built LMS and Sonic Foundry’s Mediasite platform blended into a “decision-tree” type of experience to deliver training on how to select health insurance.

ABC for Health also offers one of the best examples of how to design training for multiple audiences. Its audience for trainings is a rainbow of stakeholders: attorneys needing Continuing Legal Education (CLE), hospital staff, Wisconsin workforce resource center staff, and consumers regarding health insurance for special needs and at-risk children. But a bonus benefit: it has a library of videos useful for onboarding employees.

ABC for Health’s focus on analytics serves it well. While viewership analytics do not always take center stage when organizations are considering the implementation of streaming technologies, these capabilities are still valued by many executives. When asked to cite the two most important factors influencing their streaming video purchase decisions, 20% of survey respondents from the healthcare industry cite the ability to “track viewership patterns” as one of the two leading factors associated with video content management. (Figure 4)

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As healthcare programs change and rules get modified, we get a surge of interest. It’s nice for us to be able to point to another resource that we develop, and for consumers to be able to see a quick answer.

— Brynne McBride, Chief Operating Officer, ABC for Health

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**Video Content Management Features Cited by Health Care Respondents as One of the Top Two Factors Influencing Streaming Purchase Decision**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secure content from those not authorized to view</td>
<td>42%</td>
</tr>
<tr>
<td>Search content to find relevant videos</td>
<td>30%</td>
</tr>
<tr>
<td>Easily embed video links in multiple web sites</td>
<td>25%</td>
</tr>
<tr>
<td>Track video viewership patterns</td>
<td>20%</td>
</tr>
<tr>
<td>Package content in customizable content portals</td>
<td>18%</td>
</tr>
<tr>
<td>Manage and distribute content to large monitors used for “digital signage”</td>
<td>18%</td>
</tr>
<tr>
<td>Promote video with social media applications, such as Facebook and Twitter</td>
<td>18%</td>
</tr>
<tr>
<td>Automatically delete archived content after a designated expiration date</td>
<td>14%</td>
</tr>
<tr>
<td>Automate submission of videos to search engines</td>
<td>14%</td>
</tr>
</tbody>
</table>
Streaming Video Use Case #4: Fostering Community

As illustrated in each of the case studies presented in this white paper, healthcare organizations face a myriad of communications challenges amidst the industry’s rapid evolution. With so many programs, policies, constant change and interdependencies in the healthcare industry, streaming video can become the glue for all these moving parts, tying together an organization – and its external stakeholders.

Some of the formation of community comes out of the ability to support the entire information flow inside and outside of an organization. Michigan Public Health Institute describes how – with a dozen or so buildings spread across one campus, it holds monthly presentations to familiarize all employees on different aspects of the organization. It records these presentations and saves them to its SharePoint server, resulting in a catalog that teaches newcomers the operations of the organization. It also reports that the value to its implementation of streaming video applies to external audiences as well: the ability for program partners to see the heads of state agency units who have worked in policy and program areas provides a personal touch to presentations. This results in community building. And one of its biggest customers comes via its partnership with the state’s WIC program. This program puts forth many policies and procedures that take some effort to understand, and it can take six to eight hours for state workers to drive to a training location. The program’s Infant Mortality Unit distributes information in a timely fashion across the state using streaming video, which demonstrates its impact on the health and well-being of Michigan residents.

Executives across the spectrum of healthcare organizations represented in the WR survey see the value of employing one-to-many streaming technologies to enable this type of outbound communications. In much the same way that a CEO might use online video to convey a standardized message to a large group of employees, healthcare

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executives can leverage the technology in similar ways to communicate directly with their key constituents.

It’s a concept that resonates with individuals working in the medical field. Among healthcare respondents represented in the WR survey, more than 9 out of 10 individuals (94%) say they agree with the statement that “live streaming video can serve as a focal point for online interaction and community building.” WR believes that interaction opportunities for events enriched with one-to-many streaming video are enhanced when organizations deploy platforms that enable users to actively engage in the event with add-on features such as Q&A forums or polling and testing, that allow viewers to pose questions or interact with content.

Furthermore, streaming video is a cost-effective method of doing business because it can help minimize the frictions and challenges of consolidating organizations. The nature of individual institutions is that they tend to drift and lose the ability to standardize processes unless policies and procedures are implemented to ensure those standards. The flip side of that: streaming video can deliver the information necessary to ensure standards, in effect supporting two kinds of efforts at unification:

- Consolidation of healthcare providers and “keeping them on the same page,” which can include significant training efforts to re-create consistency of services; and
- Partnering between providers and others in the supply chain, which also includes significant training efforts. MPHI (along with many others described in this paper) are strong examples of partnering, where they are delivering training to customers, consumers, and other agencies or entities in need of that knowledge and best practices.

**Streaming Video Use Case #5: Managing Organizational Transition**

At times of significant change within organizations, the need for effective training is magnified. Internal and external audiences can grow more comfortable with a corporate merger if the employees of the combined companies are trained well enough to delivering answers consistent with the organization’s playbook when interacting with partners and customers following a significant change.
Overwhelmingly, healthcare executives perceive streaming video as a positive force for supporting such training initiatives. More than nine out of 10 healthcare respondents (95%) to the WR survey say they agree that live online video offers a cost-effective way to enable training and instruction. (Figure 6.) In a marketplace where mergers are becoming increasingly commonplace, streaming technologies appear to be a tool that helps healthcare companies to manage – and even accelerate – the process of digesting the type of change needed to thrive in a rapidly evolving industry.

The real-life impact of video-enriched training is tangible at organizations such as St. Vincent – Evansville where executives report that streaming video has become a “staple, almost a utility” for pushing out information as it has integrated and further teamed with its new partner hospitals and clinics. It uses streaming video to deliver its president’s message to all its outlying centers, making them feel more a part of the organization and more understanding of its mission.

Long known as St. Mary’s Medical Center in Evansville, Indiana, this integrated delivery system merged with Indianapolis-based St. Vincent in 2012, and recently took the name St. Vincent – Evansville. It is part of Ascension – the largest nonprofit health system in the U.S. St. Vincent – Evansville also owns a satellite hospital in Booneville, Indiana and delivers services through more than 75 satellite clinics and physician offices. Since 2007 it has used streaming video to create cohesion with its employees, who are scattered across a large geographical area. St. Vincent uses a rack-mounted Mediasite unit with switcher, enabling them to record from any of dozens of meeting rooms as well as a 300-seat auditorium at a moment’s notice. Primary applications include grand rounds, CME, town hall meetings, and leadership outreach. Many of its grand rounds and town hall meetings receive dozens of reviews, and are maintained in an online library for one year, providing CME credits to its practitioners.

People see it as a tool to reach all the people they need to reach. We also do telemedicine and videoconferencing, but keep this as a means of pushing out information. It’s so simple to use I don’t have to devote my whole job to supporting it.

– Glenda Zint, Media Specialist, St. Vincent - Evansville
Concluding Thoughts

The five ways video streaming improves efficiency and patient care for the healthcare industry range from the practical ability to improve patient care to elements that encompass training and onboarding, service development, community, and organizational transition. These five use cases share one trait: they can be measured. It behooves every organizational participant in the healthcare industry to take advantage of that ability to measure as a tool for fostering constant reinvention and improvement. In the long run, it serves both patients and the bottom line.

The healthcare industry is about people and delivery of care, but it takes a committed organization to find the right balance: to determine how to optimize its processes and achieve efficiencies while maintaining quality service delivery. Caught in the swirl of change that characterizes today’s medical industry, managers in health care organizations may be tempted to focus more on handling day-to-day operations than thinking about implementing technologies that help employees do their work better.

This dynamic makes it more important than ever before for executives involved in the health care business to choose their technology vendors carefully. Rather than buying solutions from providers who are focused on shipping products, executives must forge partnerships with solution providers focused on the specific issues facing the medical industry. WR advises any enterprise seeking streaming video solutions to pay attention to a mix of technology, ability to partner, ability to listen to the customer, and success via user testimonials.

In terms of Mediasite, I learned from our deployment that apart from the excellent technology, it was about partnering with us and the care they took with us to partner. To me that’s what stands out. Mediasite has the technology backbone and the people to deliver service behind it.

- Renee Godette, GE Healthcare
About the Authors

Alan D. Greenberg has more than 25 years of experience as consultant, analyst, communicator, and strategist in the field of educational and collaborative technologies. He has authored dozens of reports, analyses, research notes, and profiles related to distance education, online learning and e-Learning, telemedicine, virtual worlds, web and video conferencing, interactive whiteboards, Learning Management Systems, and lecture capture, and contributes to the Wainhouse Research Blog. Alan also consults to colleges and universities as well as regional networks on matters related to adoption, policy, and deployment of learning technologies. He can be reached at agreenberg@wainhouse.com

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About Wainhouse Research

Wainhouse Research, www.wainhouse.com, is an independent analyst firm that focuses on critical issues in Unified Communications and Collaboration (UC&C) and collaborative educational technologies, including learning, talent, and education markets. The company conducts custom research studies, consults with end users on key implementation issues, publishes white papers and market statistics, and delivers public and private seminars as well as speaker presentations at industry group meetings.

About Mediasite, sponsor of this paper

Sonic Foundry is the trusted global leader for video capture, management and streaming solutions. Trusted by educational institutions, corporations and government entities, Mediasite Video Platform quickly and cost-effectively automates the capture, management, delivery and search of live and on-demand streaming videos and rich media. Mediasite transforms communications, training, education and events for more than 4,300 customers in over 65 countries. www.sonicfoundry.com
Some hospital systems believe that the benefits from standardization of clinical protocols exceed those associated with more traditional back office and other fixed cost savings that they enjoy from mergers. Clinical standardization reduces the costs associated with “outlier” patients by identifying avoidable complications (also resulting in quality benefits). In addition, standardization results in lower supply and equipment costs by concentrating volume with fewer suppliers, thereby enabling negotiation of lower prices. Moreover, staff training and maintenance costs are reduced.
