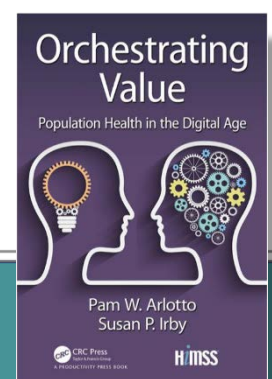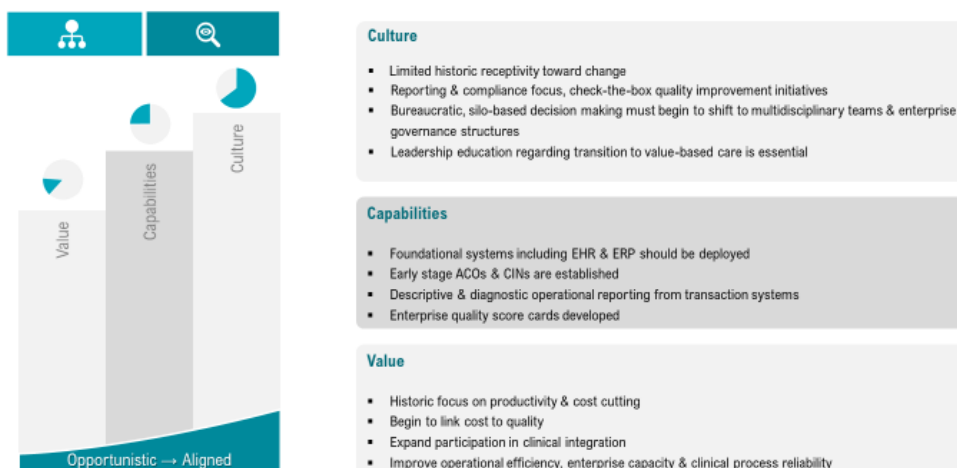# STAGES OF DIGITAL TRANSFORMATION

Transitioning from Opportunistic to Aligned

Many healthcare organizations are in the **Opportunistic Phase** of their digital transformation journey. They rely on cumbersome legacy processes and enterprise systems. IT is slow to respond to requests. Analytics is often distributed across a variety of niche systems and information is stored within silos. Traditional hierarchical organization structures slow down decision making and leadership responsibility for digital and population health is often unclear. Without a comprehensive plan, digital dabbling occurs – a digital technology is implemented within one part of the organization without a realistic plan and expectations for transformation. To transition from the **Opportunistic Phase** to the **Aligned Phase**, it is important to understand:

- The **Current State** of your enterprise systems, data landscape, value-based care and clinical integration progress, and cultural readiness for change
- A **Future Vision** that will align your organization's business and clinical strategy to create a culture focused on collaborative, connected health and healthcare

While building new capabilities and creating value will be essential components of later phases, the primary purpose of the aligned phase is to set the stage for cultural transformation through education and conversations with leadership and employees regarding the case for change.

ORCHESTRATING VALUE: OPPORTUNISTIC TO ALIGNED

Culture
- Limited historic receptivity toward change
- Reporting & compliance focus, check-the-box quality improvement initiatives
- Bureaucratic, silo-based decision making must begin to shift to multidisciplinary teams & enterprise governance structures
- Leadership education regarding transition to value-based care is essential

Capabilities
- Foundational systems including EHR & ERP should be deployed
- Early stage ACOs & CINs are established
- Descriptive & diagnostic operational reporting from transaction systems
- Enterprise quality score cards developed

Value
- Historic focus on productivity & cost cutting
- Begin to link cost to quality
- Expand participation in clinical integration
- Improve operational efficiency, enterprise capacity & clinical process reliability

Opportunistic → Aligned