

enrollment, it is important that health insurers promote a personalized environment. Considering that the consumer has the power of the purchase, communicating effective choices to the prospective employee may heavily influence the enrollment (or the sale) in the health plan. BPM systems can collect crucial data on the consumer, such as demographics and past claims, to personalize the process. Using decision support systems and predictive analytics, "the best sales experience for the consumer, including portal designs, product offerings and transactional navigation tailored for the best fit." (Hart, 2011) The system could compile a low-cost product offering and highlight gym memberships for a young adult employee. The demographics and lower claims potential would target their need for a reduced-benefit insurance plan. In a similar manner to Amazon's recommendations, the personalization of product offerings based on data and a structured decision-making process can increase the lead-to-close ratio and increase sales.

After the marketing and enrollment is done, decision support systems can also gain positive benefits also for the actual delivery of health care while maintaining the quality of care and safety of patients. The "first step" of the process is to provide the appropriate and accurate data to the nurses and doctors treating the patient in a timely manner. Carle Foundation Hospital, in Urbana, IL, has implemented a system to "put tools into physicians' and nurses' hands to provide the right information at the right time." (Page, 2011) Carle installed an inpatient, emergency department, and pharmacy electronic medical record system.

A crucial component of the implementation related to how the project was managed and approached. Rather than branding the new initiative as an IT project, Carle managed the project as a "clinical transformation initiative." Improving medical care was the objective, rather than improving efficiency. Tools were developed that focused on clinical decision support methodologies and best practices became the "core measures" of the new system. A series of data points are analyzed by the decision support tools to assess patients' need for medical attention.

Sources: Hart, E. (2011). A new era promises better outcomes. *Health Management Technology*, 32(11), 14-15; Page, D. (2011). 'Most Improved' Take Similar Steps to Reach New Heights. *Hospitals & Health Networks*, 85(1), 42-42, 44.