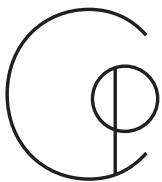




## JON RUSSELL

SVP IT OPERATIONS  
AND ANALYTICS, CIO,  
JOHN MUIR HEALTH

JON RUSSELL IS A SENIOR VICE PRESIDENT AT JOHN MUIR HEALTH (JMH) AND THE CIO. HE IS RESPONSIBLE FOR INFORMATION TECHNOLOGY AND SERVICES, ENTERPRISE ANALYTICS AND DATA SECURITY. BAY AREA-BASED JOHN MUIR HEALTH IS A 3 HOSPITAL IDN, EMPLOYING 6,000, WHILE PARTNERING WITH 1,000 AFFILIATED PHYSICIANS. JMH GENERATED \$1.5B IN REVENUE IN 2016. JON OVERSEES THE ENTERPRISE-WIDE IT, ANALYTICS AND DATA SECURITY FUNCTIONS AND ABOUT 300 TEAM MEMBERS WHO MAKE UP THE ITS DIVISION.



**PURE CATALYST**

a CIO experience

## THE BENEFITS OF BUILDING A DATA DRIVEN CORPORATE CULTURE

Pure Storage solution supports executive dashboards that constantly spur innovation at John Muir Health.

Jon Russell is Senior Vice President of IT Operations and Analytics and CIO at John Muir Health. A handful of years ago, the integrated health care network committed to providing employees with better access to data, so it could improve patient outcomes through innovation, enhance the clinical experience, and reduce costs.

He shared his thoughts about the importance of data to the corporation and the reasons why it recently upgraded to a Pure Storage data-management solution.

### TELL US A BIT ABOUT JOHN MUIR HEALTH

John Muir Health is an integrated health delivery network serving patients east of San Francisco. We operate medical centers in Concord and Walnut Creek, including Contra Costa County's only trauma center and a Behavioral Health Center in Contra Costa. The organization has more than 1,000 primary care and specialty physicians and 6,500 employees. John Muir Health is recognized as a leader in neuroscience, orthopedics, cancer, cardiovascular, trauma, emergency, pediatrics and high-risk obstetrics care. Our IT systems support a full-range of medical services, including primary care, outpatient and imaging.

### WHAT ARE THE CHALLENGES THAT YOU FACE AS CIO?

Our business consciously focuses on using data to improve operations. We want to find ways to provide the high quality care that we are known for at as low a price as possible. The only way to reach these goals is to use data to make the business more efficient. We constantly evaluate how we operate and look for changes, so we become more

efficient and more effective.

On the clinical side, we continually examine items, like the quality of care and length of stay, and try to leverage information to improve that part of the business. In addition, we need to make sure that our business processes work as well as possible. We want to drive out waste wherever we can. This is an important issue across the industry as all providers want to make their services less expensive while providing extremely high quality of care. Since we are focused on those goals organizationally, IT is charged with a building a robust, flexible computing infrastructure, one that can constantly empower executives as they transform the organization.

### WHEN DID THE ORGANIZATION ADD THE TERM ANALYTICS TO YOUR JOB TITLE AND WHY WAS THAT CHANGE MADE?

As the use of data became so important to us, we needed to better coordinate our analytics resources. It became vital for employees to have actionable data at their fingertips. So about four years ago, we consolidated all of the analytics

# EXECUTIVE VIEWPOINT

resources in the health system. Information had been scattered, so it was difficult to collect and analyze, and questions arose about issues, like data consistency. We wanted to make sure that the information was coming from single source and conformed to our data governance policies.

Moving those responsibilities to IT made sense. The department supports all of the systems generating information. Then, we partnered with Health Catalyst, which specializes in health care analytic systems, to drive the use of analytics throughout our organization.

## HOW MUCH DATA DOES THE COMPANY HAVE? HOW MUCH HAS THE VOLUME BEEN INCREASING?

We have about 2 petabytes of information and the volume has been increasing about 20% per year, with much of the growth coming from the clinical side of things. The EHR (Electronic Healthcare Record) is driving a lot of that growth.

About two years ago, our legacy storage system was becoming a significant bottleneck. Adding storage was a time consuming process, the solution was running out of disk space, and it was nearing the end of its lifecycle. We need a clean sheet, a new storage system, one that would work for us now and into the future.

## WHAT SOLUTIONS DID YOU EXAMINE? WHY DID YOU SELECT A PURE STORAGE SOLUTION?

We looked at all of the major

players and selected Pure Storage because of its speed, cost, and maintenance. Because it is all flash, system performance is extraordinary. The solution also offers high levels of automation. Support was a big factor as well. One major attraction was the Evergreen program, which ensures that we will always have the latest hardware. In the past, we found ourselves two or three generations behind the latest solution. With Pure Storage, we are no longer stuck with older equipment, like what happens with other vendors. As part of our standard maintenance contract, they automatically upgrade items, like our flash storage, chips, and controllers, whenever new versions are released. Consequently, we focus less on routine maintenance and more on continually improving patient care delivery.

## WHAT BENEFITS HAVE YOU SEEN FROM DEPLOYING THE PURE STORAGE SOLUTION?

Access to information has become critical for our daily operations. We now provide our executives and clinicians with hundreds of dashboards that have actionable data, on both the clinical and business sides of things. The executives look at the dashboards every morning, from any device, desktop or mobile. Our system hides a great deal of complexity. There is one common set of dashboards, but they can be customized to meet each individual's needs.

## HOW HAVE THOSE CHANGES TRANSLATED TO THE COMPANY'S BOTTOM LINE?

Healthcare organizations all

want to add scale, and many are focusing on acquisition. In the Bay Area, there is little opportunity for such purchases because the geography is constrained. We are creating scale virtually. For instance, we have been working with UCSF (University of California, San Francisco) to create new insurance options for consumers in the Bay Area. Our joint venture, Bay Health, developed the Canopy insurance product, which is available to Bay area consumers and businesses.

## WHAT FUTURE PLANS DO YOU HAVE FOR YOUR DATA-MANAGEMENT SYSTEM?

When evaluating vendors, a CIO needs to focus on system performance and the long term relationship. What does the future look like? Can we maintain a technical advantage once we have implemented the system? With Pure Storage, we are sure that our system will stay current as technology evolves in the future. Consequently, we will be able to concentrate even more on using technology to drive innovation in healthcare. ■



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