



High performance. Delivered.

Cardinal Health Perspective Video

Video Transcript

Patty Morrison

INTERVIEWER: You have been an IT leader for 30 years across five industries with companies such as Cardinal Health, Motorola, GE, Office Depot, Pepsi, and Procter & Gamble. Tell us how your interest in technology started.

MS. PATTY MORRISON: So, as you know, I've worked across a lot of different industries, and I started my career in analytics. Actually, my background is in math and statistics. And my interest in technology

started in my early career at Procter & Gamble, where I was able to apply quantitative analytics to, at the time, big data. That was a long time ago. Big data's not new to me. So I really got interested in technology as it applies to creating insights from data sources. At the time, it was scanning data from grocery stores. Now big data, obviously, is a whole different phenomena. But that's how I got interested in technology.

INTERVIEWER: Your experience then and now makes you an expert knowing what customers/patients, what they want. How have

customers' and patients' needs and their definition of value changed?

MS. MORRISON: In healthcare specifically? So, how has healthcare definition of value changed? Oh, my gosh. I've been in healthcare now for almost eight years, and it's completely changed. I think that always at the center is the health and wellness of the patient. That really hasn't changed. Everybody in the healthcare continuum cares about that patient outcome. But what's changed is how the system assigns cost to driving that outcome. So a big change, for example, is

fee-for-service to fee-for-value, driving outcomes related to bundles of services around a specific acute episode, how the providers, the pharmacists, and the patient interact in chronic care situations. These are all changing particularly as consumers get more aware of the impact of cost in healthcare for their own environment. So that consumerization is also going to continue to generate change. It will never stop.

INTERVIEWER: What is your biggest challenge as interactions increase with today's tech savvy customers?

MS. MORRISON: So, I think one of the biggest changes in interacting with our customers is their demand for technology solutions, and we see this quite a bit. So whether it's a historical distribution service, the customer is no longer just interested in making sure that they're getting the lowest price on each of the individual items. They care a lot about that, yes, but they want to make sure that the inventory is reduced across their system, that where some things, like oncologics, which are very expensive, the inventory is only residing in their books for the shortest period of time. So it's got to be connected to the schedule of the patient, to the reimbursement process with the payers. And those cycle times can mean the difference between being in business or not being in business. And so those kinds of environments require technical solutions. They require software connectivity into electronic medical records or pharmacy practice solutions, or anything that will help drive that ecosystem to be more efficient. They all require technology. And that has a huge interest to our customers today because they can see how it drives the cost of healthcare more holistically.

INTERVIEWER: In the next five years, what changes do you foresee in IT within the health industry?

MS. MORRISON: The changes that I see in the health industry around IT are probably similar to every industry. One of my learnings in being across many industries is the problems really are not all that different. I think that the speed is what's going to change the most. And you see the cloud, and DevOps, and agile, and a lot of this cultural revolution that's happening in most IT shops applies to healthcare as well. Everybody needs to be able to deliver capability faster, and that includes the entrepreneur environment that we're talking about today here at this event. So I think that that's going to be something everybody has to prepare for.

INTERVIEWER: Can you share with us a little about Fuse? Why did Cardinal form this group, and how has it progressed since its formation?

MS. MORRISON: So, Fuse came out of the environment I just described around this demand for these technology solutions that enable the services that we provide. We don't see ourselves being a software company, but we see ourselves being a service company with great technology. But we knew that we had to deliver faster. We had to be able to engage customers in a different way. The old way might have been getting requirements from the sales organization, but now it's directly involving them in the development process for the solutions so that we could help them be more effective, which is our core mission, being essential to care, being the wings behind what they do. Fuse was created to have an environment in which we could do

that engagement in a different way, that we could create a speed dynamic, that we could actually attract a different type of talent. It's a DevOp shop, but it's not just IT people. It's pharmacists, and oncology nurses, and genetic analytic specialists. So it's got this very multi-cultural multi-functional dimension. It's a great environment in which customers can come in and bring a problem, and we can, in six weeks, come back with a prototype, and that we can bring products to market in a different way. And we put Fuse in about two years ago, and we've already brought two products completely to general availability. And we have a little side of Fuse which is an innovation side, which we're allowed to deal with some downstream bigger problems that we want to solve. So it creates a great environment for innovation at Cardinal.

INTERVIEWER: What are your passions outside of work?

MS. MORRISON: Oh, passions outside of work for me are many. Family always. It's interesting. My two sons both work in healthcare, which is kind of interesting. And I think I'm very passionate about the performing arts. I really believe in culture creating communities that enable our kids, and our companies, and our communities to thrive. So I was a professional singer for a while, and so I've always been into theater and the performing arts. So I like to serve the performing arts community in Columbus, Ohio, where we're headquartered. That's very important to me. I think it's an important part of being an executive as well, is how you create the community environment. I like sports and travel. And I love to cook, so I do that as much as I can.

INTERVIEWER: What is the best

advice you've ever received?

MS. MORRISON: Oh, gosh. What is the best advice I've ever received? I think there are many points in your career where you feel a little stuck, both professionally and personally. I think that skill that I've developed based on career advice is resiliency. One time, I was in a situation where I wasn't very happy, and I started playing the victim. There's a tendency—all these things are happening to me. I had a colleague put a sign over my desk. It said, Get over it. And I think that's always resonated with me. It's helped me to stay at cause. It helps me to think about what am I really trying to accomplish. And that's what that resiliency is for me. It's get over it, move on, go find how you can fill a glass that's half full.