



Healthcare Virtual Symposium 2020: Foundational Changes to Shape our Future

Business Intelligence:

Embedding Performance Analytics
into Every Aspect of Your Business

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Agenda

1. **Introductions**
2. **Crowe's Approach**
3. **Practical Step on How to Get There**
4. **Real-world Examples**
5. **Closing**



Introductions

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Crowe's Approach

Setting the Stage

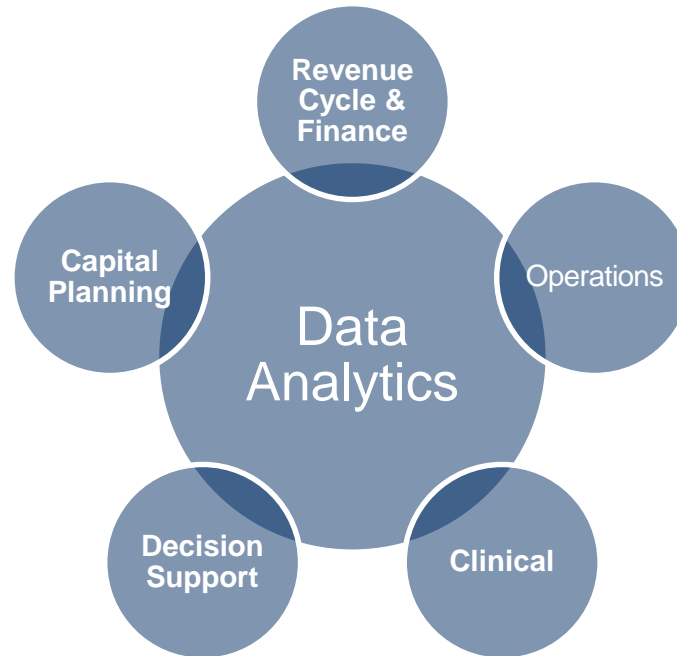
Inventory an organization's current assets and investments in the following areas:

- EMR/Patient Accounting Systems and related modules/functionality
- Internal human capital around data analytics, report writing, and level of dedication to key functions
- EDW and enterprise software investments, and access across functions

Understand the organization's future vision for leveraging data and insights to meet the needs of certain functions

- Do they want more or less autonomy and responsibility within their organization for hosting, maintenance, ongoing development, etc.?
- What role do they prefer external partners to play in the short run and long-run?
- What degree of change do they feel the organization can digest?

Integration with Organization Technologies and Strategies



Crowe recognizes that strategies to optimize data analytics to drive business intelligence should be connected to broader organizational strategy. As a result we recognize that there is not a one size fits all approach for each organization.

By determining gaps for our key stakeholders in revenue cycle & finance and understanding broader infrastructure, Crowe can better determine where to apply Crowe technologies vs optimize the technologies currently embedded within an organization.

Three Key Strategies



Current Infrastructure Optimization

- Work with organization resources to create roadmap for optimal adoption of BI solutions from key stakeholders
- Inventory data flow, enterprise tools, and distribution means to plot information flow
- Work with key stakeholders to establish the type of insights necessary and aid in the design of these in conjunction with analytics
- Manage go-lives and assist in the creation of ongoing improvement frameworks to make future enhancements

Current Infrastructure Optimization & Augmentation

- Very similar to current infrastructure optimization, however this usually involves integration of additional data sources & connectivity between systems not currently utilized by an organization.
- This also explores additional data points, sources, or tools that can be added to augment the current infrastructure.

Strategic New Product Adoption

- Determine gaps on internal capabilities where an organization is unable or unwilling to manage going forward.
- Determine appropriate Crowe or other products to address gaps, and review with key stakeholders.
- Provide cost-benefit analysis for both current and long-term impacts to aid decision-making
- Assist in the implementation of new products and aid in training and adoption strategies following implementation



Practical Steps on How to Get There

Govern Your Data

No matter which strategy you choose, taking good care of data early is the foundation of good data analytics

PEOPLE

PROCESS

TOOLS

Business Roles

- Business Analysts who know the intended data uses
- Project Managers to coordinate the various tasks and roles needed

Technical Roles

- Data Engineers for data ingestion and cleansing design
- Data Stewards to own the definitions of good and bad data as well as managing data repairs to source systems

Upstream data governance

- Increases trust
- Decreases variability
- Speeds up future data development

Data Processing Rules

- What is good vs. bad data?
- When is data complete?
- Where and when do data errors get corrected?

Business Assets

- Data quality reports
- Definitions of business rules and calculations
- Locations of where specific data are stored

Technical Assets

- Database management tools
- Data pipeline tools (ETL/ELT)
- Data Catalog
- Business Intelligence Tools

Current Infrastructure Optimization



Organize Stakeholders and Stakeholder feedback

- Create steering committee
- Identify feedback cadence

Tie business value to infrastructure

- Requires understanding of analytics value and infrastructure needed
- Start having the total cost of ownership conversation

Leverage POCs

- Find out if current infrastructure is enough
- Helps to identify use pattern

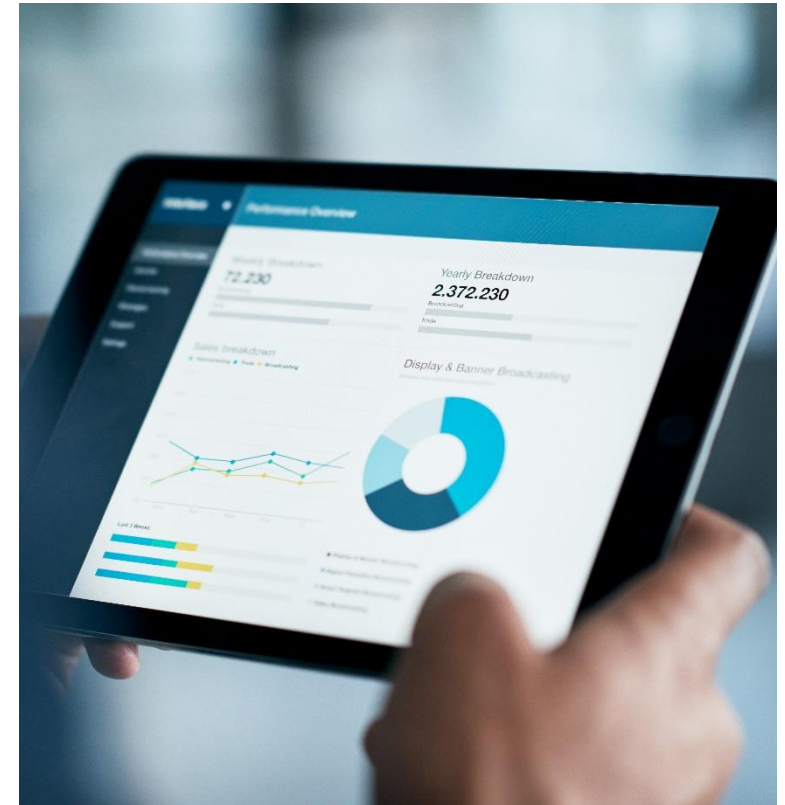
Current Infrastructure Optimization and Augmentation

When to Augment

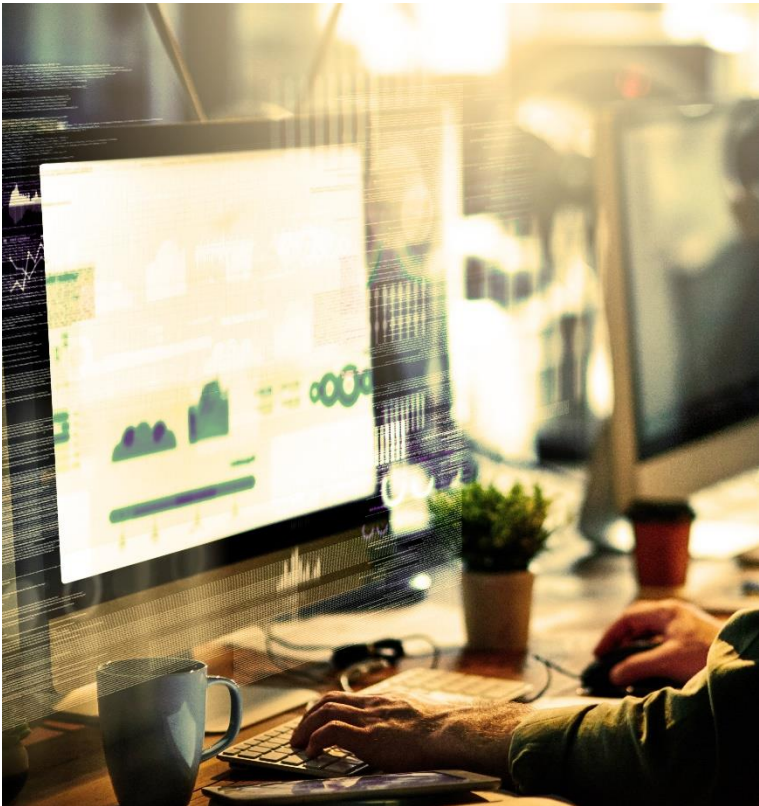
- Value of the desired analytics requires data inputs not currently available
- Analytical need exceeds current capabilities given resource constraints and tools
- Time from receiving data to extracting value is too long to capture business need

Risks to Manage

- Augmentation of current infrastructure is rarely a good technique for fostering adoption
- When vetting options, interoperability makes tools attractive, but increases security risk



Strategic New Product Adoption



Popularity of this strategy is surging

- Bringing in “out-of-the-box” products that solve analytical problems often feels easier than identifying piecemeal approach with current infrastructure
- Analytical “all-in-one” solutions are coming into the healthcare space at an all-time high rate
- Healthcare data complexity and interoperability challenges make external services and solutions more viable

Approach New Product Adoption Carefully

- Identify methodology of vetting potential value of the desired analytics
- Understand the opportunity cost of human hours lost building out solution in current infrastructure
- Use empirical approach to vetting the value propositions of data analytics solutions

Vetting Strategies and Measuring Success

Empirical approach

- Rate TCO over 1 year and 3 years
- Record cost for build vs. buy in the same period
- Create value prop based on TCO vs Strategic Value
- Delineate business risks
- Assess onboard skill sets

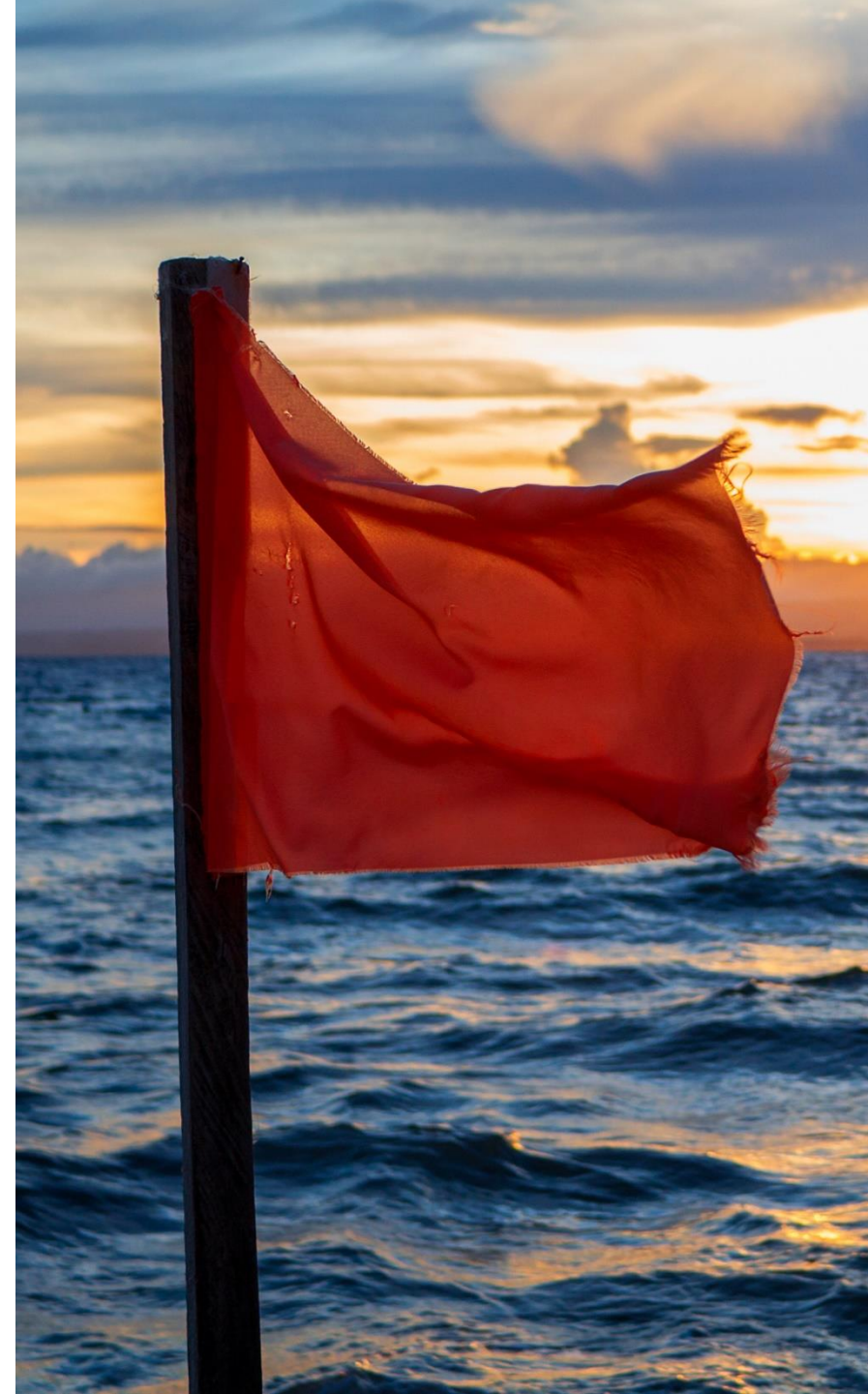
Success Metrics

- Strategic impact of initiative (minor efficiency gain or major growth enabler?)
- Data time-to-utility
- Time spent doing new analytics vs. recreating existing analytics
- Actual costs vs. projected costs



Pitfalls to Avoid

- Creating milestones that do not tie back to desired business value
- Identifying analytics projects as solely “technical” projects or “single business unit” projects
- Stopping at “Insight” and never reaching “Action”
- Leaving out documentation, training, and adoption steps from success criteria



Shape of Analytics Initiatives





Real-world Examples



Closing



Thank you.

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