



TransformAnalytics Performance Dashboards provide operational insights for process improvement at large regional medical center

A large regional medical center with a history of delivering quality care was looking to instill a foundation of data management and analytics understanding, develop a centralized analytics team, and increase analytics expertise and daily usage. The goal was to help prioritize and support performance improvement initiatives, measure the impact of programs and develop an analytics community equipped with the necessary tools to support ongoing analytics strength.

Philips Healthcare Transformation Services developed an analytics strategy with a long-term roadmap, provided onsite consultants to augment the existing analytics staff, and created tools to support operational excellence.

Our consultants helped the client centralize analytics functions via a new Data Management and Analytics Department using a cloud environment; provided data management and analytics guidance and training to increase in-house analytics capabilities, data access, and transparency; and helped integrate data into daily processes.

A suite of TransformAnalytics Performance Dashboards were created to help transform data into meaningful insights, support decision making for leadership, and provide ongoing performance monitoring across all levels, departments, and sites of the health system.

Results*

- Centralized analytics team with **increased consistency of processes and deliverables**
- **40 analysts plus 'super users'** trained and access for 100+ staff managed
- **Analytics dashboards** provide increased visibility of performance, including daily custom emails to leadership
- Quick view of the gap in HCAHPS metrics reaching **internal and external benchmarks**
- Issues identified and process changes made **improving patient safety, nurse communication, and more**

A large regional medical center was looking to standardize and centralize their data and analytics strategy, processes, and long-term plans across their health system after multiple acquisitions. Philips was asked to provide the strategy, data, expertise, and tools needed to help create a data-driven organization. The project goals were to develop a foundation of data and metrics; integrate data into new processes; develop an analytics platform to efficiently collect, store, clean, and analyze data; and extract meaningful findings to provide data-based recommendations to support performance improvement for long-term success.

A foundation of data

Analytics consultants began with a comprehensive assessment to determine the client's level of analytics maturity. This included stakeholder interviews with 52 individuals ranging from analysts to executives, collection of an inventory of sample reports, and assessment of the technology and skills available across 8 hospital sites.

A long-term, scalable roadmap was developed including an analytics strategy, plan for a centralized analytics center of excellence (governance, standardized processes, staffing, etc.), establishment of online performance dashboards, requirements for reporting, and an implementation plan.

Data Management and Analytics Department

A centralized team was needed to provide analytics support consistently and efficiently across all sites and departments within the health system and support an ongoing focus on performance improvement. It was agreed that a cloud-based platform would be best for data management and integration across disparate/siloed systems.

The analytics consultants helped establish a new Data Management and Analytics Department including a project charter, governance and project management office (PMO) structure, department processes, nomenclature, and staffing recommendations.

Oversight, management, and team committees as well as user access protocols for 100+ users, project review processes, and nomenclature were agreed.

Multiple 'codefest' events were held to educate 40 analysts on data literacy and Tableau, the analytics software which would be used for data visualization, the performance dashboards, and tracking improvements. 'Super-users' were trained to support the analyst team, respond to the most complex requests, and support the client's long-term analytics success.

A monthly Analytics Council meeting was launched to serve as an educational forum and networking opportunity for the analysts across the network as well as to promote the new department as a centralized resource.

TransformAnalytics Performance Dashboards

A suite of TransformAnalytics Performance Dashboards were created using Tableau software to increase data access and provide meaningful insights for department managers and leadership to support operational excellence. The dashboards provide staff and management with an at-a-glance view of daily operational performance, support data driven and sustainable changes, identify areas of concern for further process change, and measure results.

The dashboard platform also provides automated and customized daily reporting to leadership and key stakeholders via email. These emails help end users quickly view positive performance trends, provide an efficient method of researching data for areas of concern, and support ongoing data-based decision making.

Processes were developed to manage and deliver dashboard requests from internal customers as well as user access to dashboards and other analytics data.

The consultants designed, developed, and implemented dashboards for the following departments:

Executive Staff (overview of high-level performance across all departments)

Performance Excellence (operational performance improvement team)

Patient Experience

Cath Lab Operations

Physician Practice Productivity

Human Resources

Finance

Pharmacy

Department of Data Management and Analytics

Report Request Form

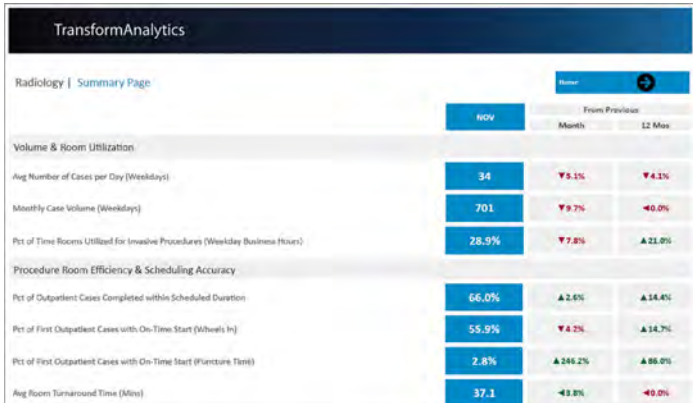
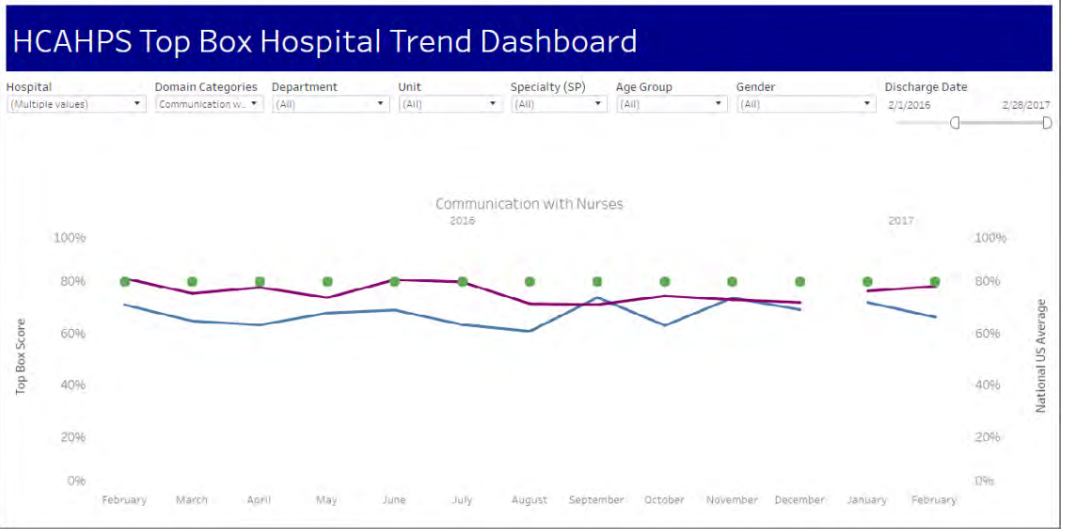
Section 1: Project Overview

Project Proposal Date:

Project Name:

Project Description:

Role	Name
Business Owner	
Project Sponsor	
Project Manager	





Results*

The analytics consulting and use of 10 customized TransformAnalytics Performance Dashboards at this client are ongoing. Results to-date include:

- Centralized analytics team with increased consistency of processes and deliverables, providing data insights across the health system
- Increased visibility and understanding of performance results by staff, department managers, and leadership including view of HCAHPS metrics to see the gap in reaching internal and external benchmarks
- Identification of areas of concern which were impacting patient safety – process changes were made and the Leapfrog Hospital Safety Grade increased from a D to a C
- Greater visibility of success: an increase in the Nurse Communication score at one site prompted management to review processes across all sites, implement changes in protocols, and standardize practices which are monitored to view further improvement
- Many other operational changes are being tracked to support the client in meeting national standards and avoiding regulatory penalties

Learn more

Through collaborative and patient-focused engagements, Philips Healthcare Transformation Services can help you unlock insights and opportunities to solve your most complex challenges of care delivery. We can help you achieve meaningful and sustainable improvements in clinical excellence, operational efficiency, care delivery, and financial performance to improve value to your patients.

For more information, please visit www.philips.com/healthcareconsulting.

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