

Performance Strategies

for Healthcare Leaders



Use Healthcare Business Intelligence to Improve Performance

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Strategic Healthcare Business Intelligence: When Measuring Isn't Enough



By *Jeremy Chandler*
President, Clinical Solutions
McKesson Provider Technologies

The passage of the [American Recovery and Reinvestment Act of 2009 \(ARRA\)](#) has focused increased attention on implementing [electronic health records \(EHRs\)](#) and [health information exchanges](#) to achieve the goal of “meaningful use.” With that increase in technology adoption comes access to new and vast sources of data.

If healthcare is to take full advantage of this historic opportunity, we must look beyond simply automating the collection of information to using [healthcare business intelligence solutions](#) to turn that data into a powerful force for improving patient care and driving performance across the enterprise.

The Path to Clinically-Driven Financial Health

Data “silos” have plagued the healthcare industry for years. While financial intelligence systems are the norm, the lack of integration with clinical and operational data results in a one-dimensional view of the organization. Although these solutions have matured, the measurement of healthcare quality and the operational impact on patient care remains largely a manual process for many organizations. The result is a collection of data so far removed from the actual care process that it becomes ineffectual for modifying behaviors.

In order to achieve clinically-driven, sustainable financial health, performance measurement must include a comprehensive view of the organization. The measurement must link operations to outcomes, finances to quality, and growth to patient and staff experience — and do all of this in an automated way.

Information Transparency

How can organizations begin meaningfully using technology to improve care and financial viability? The answer lies first in the ability to link clinical, financial and operational *data* and produce *healthcare business intelligence* in a timely and meaningful way for every stakeholder. Healthcare business intelligence technology provides the foundation needed to integrate, connect and unify multi-source, multi-vendor data across the entire healthcare enterprise.

Healthcare business intelligence tools apply comparative evidence to measure performance and benchmark the results. Web-based [hospital department dashboards](#) give users at every level in the organization access to knowledge-based, stakeholder-centric scorecards. This “one source of truth” can power fact-based decision making. Confidence in the information empowers action and fosters information transparency.

Healthcare Business Intelligence as a Core Competency

The second part of the answer requires building a core competency for healthcare business intelligence. Business intelligence then becomes an important strategic tool for meeting the day-to-day challenges of delivering safe, efficient, optimum care while managing risk and profitability.

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- Performance analytics addresses specific business issues such as achieving performance targets and messaging to stakeholders when those targets are not met.
- Stakeholders can measure adoption rates, identify care gaps and understand the financial impact.
- Leaders can develop programs to change behaviors in an atmosphere of transparency.

As the organization builds a core competency in analytics, stakeholders move beyond simply looking at reports to using data as a strategic tool.

Shared Accountability

The third requirement for strategic intelligence is shared accountability. A leadership commitment and organizational culture for translating knowledge into action enables everyone – from administrators to clinicians – to understand performance goals and their role in achieving them.

Without knowledge of the impact of individual action on outcomes, there is little reason to change. When this process is woven into the fabric of daily practice, problems can be identified and corrected much earlier. When use of analytics rises to this level, it fosters positive cultural and organizational change. The result: strategic healthcare business intelligence that drives organizational transparency, shared accountability and clinically-driven financial success.

Meeting Day-to-Day Challenges with Analytics

Meeting the anticipated “meaningful use” requirements for federal stimulus dollars is an important goal for every organization, but it is only one among many. The healthcare landscape still remains as competitive as ever, and pressure from regulators and third-party payors will only grow more intense. Analytics is not just a means to an end but an important strategic component of your business.

The true value of analytics is perhaps best found in providing the power to measure and control the many complex factors that are part of modern healthcare — both today and in the years to come.

Jeremy Chandler is president of Clinical Solutions at McKesson Provider Technologies (MPT). With more than 30 years of healthcare IT experience, he is responsible for the Acute Care, Enterprise Performance, Life Sciences and Managed Services offerings.

Scorecards Help Monitor IHI's The Triple Aim Objectives

The Institute for Healthcare Improvement (IHI) has cited three critical objectives it calls [The Triple Aim™](#) to optimize the performance of care:

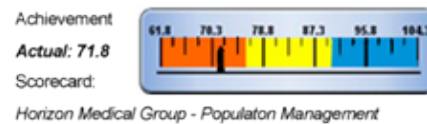
- > Improve the health of the population
- > Enhance the patient experience of care (including quality, access, and reliability)
- > Reduce, or at least control, the per capita cost of care.

[McKesson Performance Analytics™](#) provides dashboards you can use to measure aspects of The Triple Aim. The dashboards display on a single Web page that provides drill-down for detailed analysis, providing strategic intelligence for every stakeholder. The top-level dashboard (below) provides at-a-glance status for your metrics, such as those that apply to The Triple Aim.

Population health –

This example shows the percent of diabetes patients with HbA1C testing. Clinical metrics enable organizations to measure compliance with evidence-based guidelines for chronically ill patients.

Percent of Patients Received Dx Testing



Patient experience –

This example provides a measurement of the patient experience in the ED, providing insights into access and timeliness of care

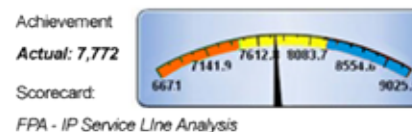
Patient Satisfaction



Per capita costs –

This example shows management of patient costs, a core component of the partnership with payors and employers to manage per capita costs.

Total Cost per Case



IHI is starting on its fourth phase of The Triple Aim prototyping initiative. Organizations interested in joining this effort can contact IHI. The phase starts in March 2010 and runs for nine months.

The Triple Aim is a trademark of the Institute for Healthcare Improvement.

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